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SEMI- ANNUAL REPORT

October 1, 2012 - March 31, 2013

THE FOOD, AGRIBUSINESS AND RURAL MARKETS (FARM) PROJECT

Contract: RAISE Plus Contract No. EDH-I-00-05-00005-00, Order No. 16

Abt Associates Inc. |4550 Montgomery Avenue |Suite 800 North
Bethesda, Maryland 20814 |T. 301.347.5000 |F. 301.913.9061 | www.abtassociates.com

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ACRONYMS

AAHI	Action Africa Help International
AgBC®	Agricultural Behavioral Change
AGRA	Alliance for Green Revolution for Africa
ASPF	Agriculture Sector Policy Framework
CAD	Country Agriculture Department (Government Office)
CAMP	Comprehensive Agriculture Management Plan
CBSVD	Cassava Brown Streak Variety Disease
CES	Central Equatoria State
CMVD	Cassava Mosaic Variety Disease
COP	Chief of Party
COR	USAID Contracting Officer Representative
DAP	Di-Ammonium Phosphate
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
EES	Eastern Equatoria State
ERF	Environmental Review Form
ERR	Environmental Review Report
FaaB	Farming as a Business
FAO	United Nations Food and Agriculture Organization
FARM	Food, Agribusiness and Rural Markets
FBO	Farmer Based Organization
Fedd	Feddan (Unit of area measuring 60m x 70m)
FOG	Fixed Obligation Grants
GIS	Geographic Information System
GIZ	German Technical Cooperation
Ha	Hectare (100m x100m)
IFDC	International Fertilizer Development Corporation Centre
IPM	Integrated Pest Management
IQC	Indefinite Quantity Contract
JICA	Japanese International Cooperation Agency
MAFCRD	Ministry of Agriculture Forestry Cooperatives and Rural Development
MSME	Micro, Small and Medium Enterprises
NEAT	National Effort for Agricultural Transformation
NGOs	Non-Governmental Organizations
OFDT	On Farm Demonstration Trial
P4P	Purchase for Progress (Program administered by World Food Program)
PCC	Project Coordination Committee
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan
PMP	Performance Management Plan
PSA	Public Service Announcement
RAISE	Raising Rural and Agricultural Incomes with Sustainable Development
RSS	Republic of South Sudan
S4D	Seeds for Development

SRS	Sudan Radio Services
SSDP	South Sudan Agriculture Development Project
ToT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government
VCA	Value Chain Analysis
WES	Western Equatoria State
WFP	World Food Program

EXECUTIVE SUMMARY

The FARM Project's sixth half year built upon the solid foundation for operational and technical activities built previously to provide the platform throughout the life of the project. The project launched in February 2010 has enjoyed a high level of visibility both within USAID, the Government of the Republic of South Sudan (RSS), and with partner and donor organizations. The FARM Project has built a lasting partnership with government counterparts, and has attempted to be a support structure for increased production and productivity as well as providing a conducive environment promoting economic growth in the agriculture sector.

The project accomplished several notable deliverables during the reporting period.

- The project put together a plan to distribute 341MT of seed (191MT) and planting material (150MT) in 2013 compared to the 2012 distribution of 324MT, a 5% increase from the 2012 total. This quantity, which consists of 50MT of certified maize seed, 100MT of groundnut seed, 150MT of cassava stems, and 46MT of beans, is sufficient to plant 10, 016 feddans (4,208 ha) and is being distributed to 6, 606 famers in 288 Farmer Based Organizations (FBOs) whom the project serves.
- A yield assessment was completed for the Longe 5 maize crop in Central and Eastern Equatoria states for the second rains of 2012 showing a yield increase of 306% over the mean figure of 336kg/feddan.
- The project identified 89 FBOs to plow 680 feddans in 2013, a 29% increase on the 2012-plowing program. The project initiated a plan to charge the farmers 20% of the cost of the plowing in 2013.
- Two blocks of contiguous land, each covering an area of 100 feddans which were opened up in 2012 in Obbo and Kajo-Keji, each following environmental guidelines developed by Abt and approved by USAID and coordinated with local farming communities, produced a crop of maize (Obbo in Magwi County, EES) and cassava and groundnuts (Kudaji in KajoKeji County, CES).
- An overarching agriculture policy has been developed for the Ministry of Agriculture, Forestry, Cooperatives and Rural Development (MAFCRD) and passed through the Council of Ministers. Five additional policies developed in 2011 were finalized and approved by the council of ministers. Three policies still requiring state review were finalized in the period.
- The FARM Project hired a consultant who supported MAFCRD's implementation of the Second National Agricultural Trade Fair. It is estimated that 5,000 people attended the trade fair. In connection with the 2012 trade fair, The FARM Project supported the state agriculture shows in both Eastern and Western Equatoria.
- During the semi-annual period, 187 additional farmer-based organizations (FBOs) were added to the project's network of local community-based FBOs during the reporting period which includes 4,135 farmers. At the end of the reporting period the project was servicing 497 FBOs and 10, 980 farmers.

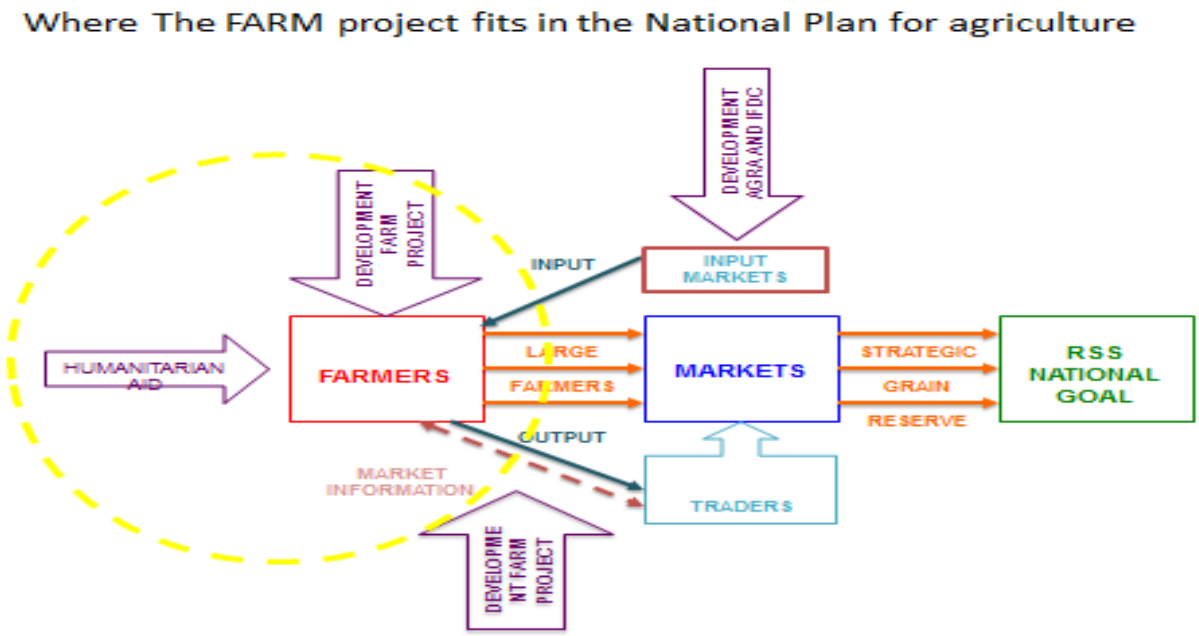
- An assessment of all the 310 FBOs was undertaken to identify the most suitable organizations to be included in the cooperative development program. The project identified six cooperative societies in six project counties to develop using the more organized groups of FBOs for this purpose.
- The grain storage work is ongoing though farmer participation in the experiment to control storage pests and diseases has not been consistent with some farmers selling their grain before the assessment was complete.
- The FARM Project has been intimately involved in the formation of the National Effort for Agricultural Transformation (NEAT). It was agreed that the FARM project will develop five block farms during 2013 in Eastern Equatoria and look at expanding cooperative formation in Western Equatoria. In Central Equatoria, a competition will be held to identify and support entrepreneurs interested in the formation of agribusiness initiatives.
- The project filled the position of the Senior Information Officer. This has allowed us to review data collected to date and to clean up historical errors. This work is ongoing and will be reported in the annual report.
- The payam extension agents in Central Equatoria were trained to use SMART phones to collect data from farmers of commodity available for sale, commodity sold and the price the commodity was sold at. This was initiated in February 2013 and by the end of the reporting period there were over 276 data sets collected.
- Two surveys were undertaken during the review period looking at the impact of initial goat distribution activities undertaken early in 2011 and conducted internally and an examination of the grants provided to FBOs yielded no useful data. It is clear that ongoing oversight needs to be provided for all activities if data regarding the consequences of project activities is to provide useful data to the project.

1. INTRODUCTION

The USAID's Food, Agribusiness and Rural Markets (FARM) Project is an integral part of the U.S. Government's Greenbelt Initiative program to South Sudan and is funded through the RAISE Plus (Raising Rural and Agricultural Incomes with a Sustainable Environment) Indefinite Quantity Contract (IQC). The FARM Project contributes to the Republic of South Sudan's (RSS) goals of achieving food self-sufficiency, reducing poverty and promoting economic growth through pursuit of its own overall assistance objective, which is to "increase food production in targeted areas of South Sudan."

Project's Role in National Plan

The vision for The FARM Project is to promote sustained increase in food production by establishing the foundation for a viable and profitable commercial agricultural sector that enhances food security in South Sudan and provides opportunities for significant job creation and new business opportunities. One of the project's contributions to the development discussion in South Sudan has been to build consensus on the need to begin transitioning from a relief model to a market-driven approach for agricultural development. This approach is reflected in FARM's five-year strategy of sustainable development of the commercial agriculture sector in the three states of the country where the project operates.



During the reporting period, the project has supported two MAFCRD initiatives. The first is the development of the Comprehensive Agriculture Management Plan (CAMP) being implemented with JICA funding. This program over two years attempts to identify the best strategies for the agriculture sector in the country. This program is behind schedule due to implementation delays but on March 26, 2013 an update report was presented to key stakeholders. Since October 2012, the project has also been

involved in the National Effort for Agricultural Transformation (NEAT) that is prioritizing activities in each agro-ecological zone of South Sudan to rapidly scale up production of different commodities with the aim of fulfilling the Presidents ambition that the country becomes food secure by 2014. The FARM Project is working to assist in the implementation of the NEAT Greenbelt Initiative.

Objectives and Expected Results

Over its five-year duration, The FARM Project will increase agricultural productivity in selected commodities (currently maize, sorghum, cassava and groundnuts), increase trade, and improve the capacity of producers and private sector and public sector actors in South Sudan to develop commercial smallholder agriculture. The FARM Project will foster economic growth to reduce poverty and food insecurity by improving the competitiveness of staple food value chains. The project also aims to move farmers who are cultivating purely for subsistence purposes to become smallholder producers able to generate money from their farming enterprise.

As USAID's most comprehensive agricultural program in South Sudan, The FARM Project is taking a leadership role in the coordination of agricultural development initiatives of other development partners in the three states of South Sudan where the project is focused. The FARM Project is providing technical assistance and capacity building support to South Sudan's MAFCRD as well as to the state-level ministries of agriculture in Central, Eastern and Western Equatoria.

1.1. Program Objectives

In support of the overall program objective to increase production of targeted agricultural commodities in the project's targeted areas, major program outcomes will include:

1.1.1. Agricultural Productivity

- Increased areas under cultivation within the targeted three Greenbelt states;
- Higher yields per unit of land from which surpluses can be marketed;
- Increased numbers of agricultural service providers (e.g., seed and fertilizer suppliers);
- Expansion of financial institutions into the agricultural sector with production loans.

1.1.2. Agricultural Trade

- Increased volumes of smallholder products sold in markets;
- Farmers making market-based decisions that result in a net profit;
- Producers consistently meet market standards for timing, quality, and quantity of product;
- Increased volume of value added/processed products from local agricultural production;
- Increased willingness of financial institutions to provide loans through the entire value chain process.

1.1.3. Capacity Building

Private Sector Capacity

- Emerging, small, medium, and producer organizations are able to plan and adapt production to market demand;
- Selected value chains are more vertically integrated with enhanced business relationships;
- Increased investment in commercial agriculture across the entire value chain/s.

Public Sector Capacity

- RSS provides reliable quality services that are key for economic growth, e.g. plant and pest inspection;
- State governments are able to develop sound strategies and plans that support market-led agriculture;
- Improvement in state and county management capabilities of MAFCRD.

Enabling Environment

- Taxation and trade policies do not inhibit trade and there is free movement of agricultural goods within South Sudan;
- Public services do not compete with the private sector nor distort market incentives in the provision of goods and services;
- Agriculture and food security policies and regulations help foster the growth of the agricultural sector in South Sudan.

1.2. Activities Covered in this Report

This report covers project activities between October 1, 2012, and March 31, 2013. In Section 2, critical changes in project leadership and management and scope of operations are addressed. In Section 3-5, the project's technical activities are outlined. Section 6 addresses activity on cross-cutting themes during the reporting period.

2. PROJECT MANAGEMENT AND SCOPE

2.1. Consolidation of Project Leadership, Staffing And Management

Considerable progress was made toward the consolidation of project leadership, staffing, and management during the current reporting period. These advancements will have lasting positive effects on project activities moving forward.

With respect to project leadership, the Chief of Party (COP) and Deputy Chief of Party (DCOP) remained in post throughout the duration of this report. Several staff changes did however occur and these are explained in Appendix A of this report. As of March 31st 2013, there are 82 people employed by the four different partners as per the table below. The project recommended and filled the position of Senior Information Officer to coordinate the monitoring and evaluation functions within the project. Two senior staff from Yambio where their performance was substandard were transferred to Yei and Torit to see whether there would be performance improvements. Several project drivers were also transferred at that time too. Efforts to fill the Key Value Chain Expert Position were unsuccessful despite identification of several interested individuals. Tim Bergstrom pulled out to remain as Chief of Party of his current project in Zimbabwe which was extended by the USAID mission. Tim Russell came on a STTA assignment to determine his longer-term interest. He was interested to come back but was then offered a five-year assignment with another organization and for personal reasons chose that option. Abt identified a third alternative who pulled out for medical reasons and as the reporting period came to an end, ACDI/VOCA identified a short term consultant who has so far undertaken two trips to South Sudan. The project continues to seek a person to fill this position.

During the period the project successfully completed the identification of three expatriate staff to fill the position of State Coordinator at the three offices. The positions were discussed as being a requirement in 2010 but were then dropped when USAID requested a reduction in funding. As activities have been scaled up at the state offices, it is clear there is a need for both more coordination of activities and more monitoring of outcomes and impact. These positions will be filled during the next reporting period. A full list of staff is provided in Appendix A.

Table 1: Staffing Status

Organization	Number of Employees	Vacancies
Abt Associates	22	4
ACDI-VOCA	7	1
AAH-I	38	2
RSM	8	0

Technical management of the project also was consolidated during this period, with a key advancement being the increase in the number of monitoring staff to be able to better manage data collection and data analysis within the project.

2.2. Shifts in Project Technical and Geographic Scope

The project continued to work in the same 27 target payams. There was a significant increase in the coordination of FBOS to determine their capacity to develop into cooperatives. During the first half of the reporting period, FBOs in Magwi, Yei, Morobo, Mundri and Maridi were assessed and three distinct groups of FBOs were identified.

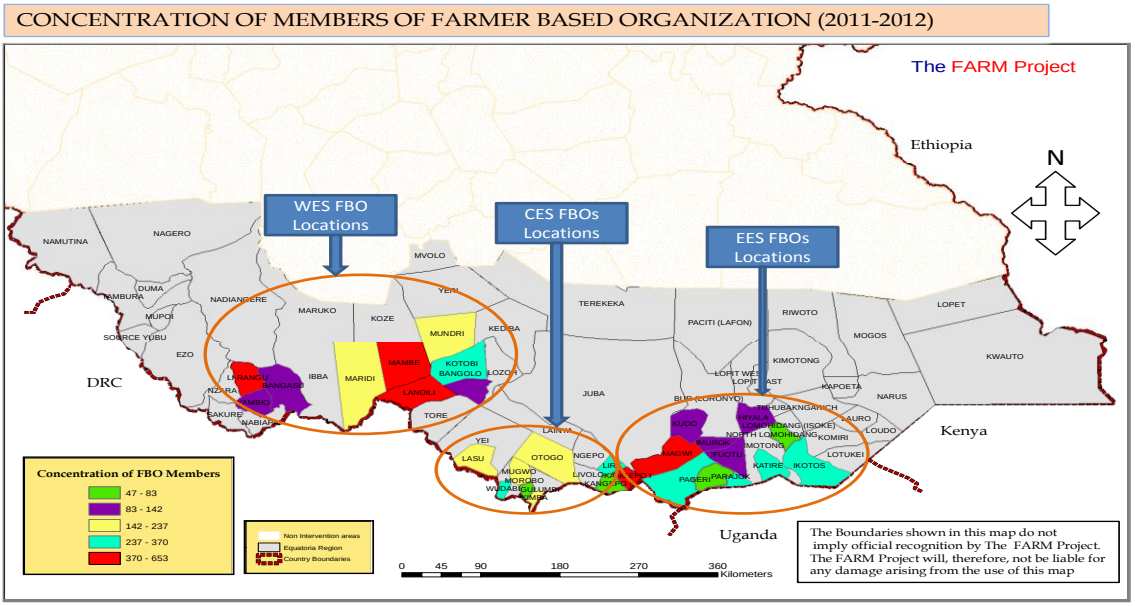
1. Subsistence FBOs with limited scope for growth, often with limited labor (30% approximately);
2. Volunteer leader FBOs where one person, usually male, decides how the group should proceed to function and who determines how inputs provided are distributed (50% approximately);
3. Coordinated FBOs where activities are undertaken through teamwork and with joint decision making (20% approximately).

The aim of The FARM project is to work with group 3 FBOs and to form them into cooperatives that will then be able to expand both the market potential and the provision of services to farmers in their area of operation.

2.2.1. Continued Consolidation in the 27 target payams

There was no change in the target payams for project activities. The spatial location of the 27 selected payams where the project operates is shown below.

Project service area (by payam)



2.2.2. Prioritization of Counties with Access to Markets

There has been considerable discussion about whether The FARM Project should be re-oriented to focus more on market ready smallholder farmers and less on the far more numerous subsistence farmers. When developing the NEAT Initiative one of the strategies was to identify smallholder clusters and focus support on them. However, The FARM Project has resisted this move since there is very little vertical flow of resources between smallholders and subsistence farmers and if the agricultural system is to expand then many of the subsistence farmers need to be supported to become smallholder farmers themselves.

2.2.3. Supporting Expansion of Alternative Land Clearing and Land Preparation Strategies

In 2012, farmers made requests for a total of 1,344 feddans to be plowed through The FARM Project grants program. Because of budget cuts imposed by the donor, the availability of funds for plowing was limited to 600 feddans for farmers in the project area. Local service providers who had tractors and plows were organized to plow the land. A combination of limited de-stumped land, a dearth of tractors in good operating condition and frequent breakdown of tractors resulted in the project reaching 531 feddans, 89% of the target. For 2013, the project aims at plowing 700 feddans but with farmers having their land cleared contributing 20% of the total cost of the plow. The project supplemented this initiative with 12 two-wheel tractors distributed in May 2012, which were distributed with training to FBO groups. This was too late for their effective use in 2012 due to the massive biomass that develops early in the growing season and the two-wheeled tractors not being sufficiently heavy to break up this biomass. Farmers will be retrained in the use of these machines in 2013 and the machine itself will be reassessed in 2013. The FARM Project continues to work with farmers who have oxen that they wish to use for animal traction. The project is willing to arrange training for farmers/owners who have oxen they wish to use for land cultivation.

3. COMPONENT 1: AGRICULTURE PRODUCTIVITY

3.1. Overview

The FARM Project aims to increase farm-level production and productivity of smallholder farmers through the expansion of the area of land under cultivation and the promotion of increased adoption of improved technologies and management practices. Specifically, it aims to increase yields through the provision of high-quality seeds and planting material with corresponding trainings in best agronomic practices as well as through the sustainable expansion of land under cultivation through the introduction of mechanization.

In 2012, the project distributed over 324 MT of seed to 6, 695 beneficiaries in its distribution program, which corresponds to approximately 13,947 feddans (5,838 hectares) under improved technology and management. Additionally 529 feddans of land were plowed through the project's innovative grants scheme on land preparation. To assess the impact of the seeds distributed and the plowing provided by 33 service providers, the project contracted Aim Global to undertake an assessment of 60 FBOs to ascertain what happened to the seed and other services that had been rendered to farmers.

While the report is annexed to this document in its entirety, several salient features were attained from their research. Although they only visited 50 of the 60 FBOs targeted and 732 beneficiaries (out of the 1,200 targeted), they were able to ascertain that:

- Land clearing, including stump removal has increased since 2010, though the areas fully cleared are small. There is no particular crop for which land is de-stumped.
- Household sizes are small with an average of 6 people.
- Over 98% of the seed received was planted.
- Farmers plant the target crops between April and August, demonstrating their risk aversion strategies.
- Despite interventions by FARM and other agencies, over 94% of land is prepared by hand with 2% by oxen and 3% by tractor.
- Maize is the most important crop to farmers, especially in Central and Western Equatoria, where over 77% of land is indicated to be planted with maize. Sorghum and groundnuts are more important in Eastern Equatoria.

During the course of 2012 year, the project focused on staple crop production of maize, cassava and groundnuts. Although sorghum is a staple crop, particularly in Eastern Equatoria, the germplasm available in Uganda is of mixed phenotype and requires cleaning that seed dealers say will take two years to complete. Also, the varieties possess a very soft testa making these varieties vulnerable to weevils in storage. As a result the project has increased its focus on beans. In 2012, 10 tons of bean seed were brought in for testing in South Sudan. For 2013 that quantity is being increased to 46MT. The project in 2013 will test a small quantity of upland rice

in Western and Central Equatoria, with sesame and finger millet for a small number of FBOs in Eastern Equatoria state.

3.2. Improved Seeds and Planting Materials

Provision of good quality seeds of improved crop varieties to smallholder and progressive farmers continues to be essential for increased crop production and productivity to achieve one of The FARM Project's pillars of improved Agricultural Productivity in South Sudan.

The USAID-funded FARM Project will be conducting seed distributions in 2013. The procurement process to obtain the improved seeds was completed in January 2013 and tenders were awarded to successful bidders in the same month to deliver 50MT maize seed, 100MT groundnuts seed and 46MT beans seed. Suppliers were requested to start deliveries in March 2013 but delays in getting the tax exemption certificate from the Ministry of Finance delayed the procurement until after the reporting period. It is also hoped that farmers who have agreed to become contract growers for the private seed companies within South Sudan will also be supplied with foundation seed to start producing certified seed within the country.

The distribution process was ably handled by both the project staff and the State MAFCRD staff together with the leadership of various FBOs.

3.2.1. Seed Beneficiaries and Crop Types

During 2012 all of the FBOs received seed. Given that the varieties were the same as last year, the project made a decision to inform the farmers to retain seed for use in 2013 with the new FBOs being targeted to receive seeds and the existing FBOs being trained on how to harvest and keep seed for planting in 2013.

Table 2: Summary of 2013 Seed Distribution

State	Maize (kg)	G/nuts (kg)	Cassava (kg)	Beans (kg)	Millet (Kg)	Rice (Kg)	Sesame (Kg)	Total
Seed rate (kg/fd)	10	40	200	40	2	30	2	
EEQ	12,980	20,000	32,500	10,750	697	-	460	77,387
CES	23,935	41,760	68,500	34,790	-	405	-	169,390
WES	13,085	38,240	49,000	640		720		101,685
Total	**50,000**	**100,000**	**150,000**	**46,000**	**697**	**1,125**	**460**	**348,282**

The total value of the seed and planting material to be distributed will be $410,548 ($102,596 in Eastern Equatoria, $196,473 in Central Equatoria and $113,278 in Western Equatoria). All the seeds to be distributed will be tested for germination and treated with *Imidacloprid*, an insecticide, as well as *Thiram*, a fungicide, to protect them in storage and promote a good start of germination and seedling establishment.

3.2.2. Types of Seeds Distributed

During 2012, seeds of five crops were distributed and comprised of maize, sorghum, groundnuts, cassava and *Phaseolus* beans as indicated in the table below. This was the first season to distribute beans.

Table 3: Summary of Seed Distribution 2011-2013

Crop	2011 Achieved	2012 Achieved	2013 Planned	Changes 2011-2013	2013 Feddanage
Maize	60,000	64,695	50,000	-17%	5,041
Sorghum	10,000	7,620	0		
Cassava	10,000	141,615	150,000	+140,000%	700
Groundnuts	25,000	98,880	100,000	+300%	2,522
Beans	0	10,185	46,000	+0	1,150
Rice	0	0	1,125		38
Sesame	0	0	400		230
Millet	0	0	697		348

3.2.3. Maize Seed Distribution

The variety distributed to farmers was OPV Longe 5. A total of 288 FBOs with a membership of 6,606 beneficiaries received 50MT of maize seed. The seed quantity is estimated to plant 5,041 feddans (2,118ha).

The table below gives the details of maize distribution, number of recipient FBOs, number of members who have benefited and the estimated area that will be put to maize seed in each county.

Table 4: 2012 Maize Seed Distribution to FBOs per County

STATE	COUNTY	2012 FBOs	2013 FBOs	EXISTING FARMERS	NEW FARMERS	SEED (kg)	FEDDANS
EES	Magwi	21	9	492	222	3,450	345
EES	Ikwoto	22	12	471	276	2,940	294
EES	Torit	43	36	1,083	881	6,590	751
EES	**EES**	**86**	**57**	**2,046**	**1,379**	**12,980**	**1,390**
CES	Yei	42	16	1,004	325	6,790	679
CES	Morobo	46	19	1,283	567	9,550	954
CES	Kajokeji	46	19	966	308	7,595	710
CES	**CES**	**134**	**54**	**3,253**	**1,200**	**23,935**	**2,343**
WES	Yambio	29	29	612	609	5,055	506

WES	Mundri West	20	21	373	384	4,865	486
WES	Maridi	-19	11	322	322	3,165	316
WES	**WES**	**68**	**70**	**1,307**	**1,315**	**13,085**	**1,308**
FARM	**FARM**	**288**	**187**	**6,606**	**3,894**	**50,000**	**5,041**

3.2.4. Groundnuts Seed Distribution

For 2013, a total of 100MT of groundnuts will be distributed, sufficient to plant 2,522 feddans (1,060ha). Three varieties of groundnut were procured based on preference in the different regions. Red Beauty was procured for Central Equatoria, Egola for Eastern Equatoria and Serenut 2 for Western Equatoria. Because of increased demand in Central and decreased demand in Western, 1.76MT of Serenut 2 was distributed in Morobo County.

The project in 2013 needs to determine which of the varieties is the most suitable for the farmers' needs. The table below shows total FBOs and their membership for each county and the distributed seeds and estimated areas of production.

Table 5: 2012 Groundnut Seed Distribution to FBOs per County

STATE	COUNTY	FBOs	New FBOs	FARMERS	New Farmers	SEED (kg)	FEDDANS
EES	Magwi	8	8	203	202	4,060	102
EES	Ikwoto	18	12	463	309	5,040	126
EES	Torit	36	36	884	881	10,900	289
EES	**EES**	**62**	**56**	**1,550**	**1,392**	**20,000**	**517**
CES	Yei	39	13	914	253	12,160	304
CES	Morobo	40	19	1,140	567	15,960	404
CES	Kajokeji	38	18	761	308	13,640	341
CES	**CES**	**117**	**50**	**2,815**	**1,128**	**41,760**	**1,049**
WES	Yambio	29	29	612	609	20,840	521
WES	Mundri West	21	21	396	396	11,380	284
WES	Maridi	18	18	110	352	6,020	151
WES	**WES**	**68**	**70**	**1,318**	**1,315**	**38,240**	**956**
All	**All**	**247**	**176**	**5,683**	**3,835**	**100,000**	**2,522**

3.2.5. Sorghum Seed Distribution

The FARM Project has stopped the distribution of sorghum seed. Following a disastrous distribution in 2011 when mixed phenotype and genotype sorghum was distributed by The FARM project, a much smaller distribution of sorghum was undertaken in 2012. However demand for Ugandan varieties of sorghum is very low because they do not store well under South Sudan conditions. Also, it has become clear from both producers in Uganda and also researchers in Uganda that it is very difficult to find "clean" seed of any variety and significant screening is required if clean varieties are to once again become available. Under these circumstances, the project has decided not to distribute sorghum in 2013.

3.2.6. Cassava Stalk Distribution

Cassava is an important food security crop in the Equatoria Region. The crop is becoming more popular in certain states such as EES and CES as returnees bring knowledge of the crop from their experience in neighboring countries. There is also increasing interest in South Sudan in developing cassava for added-value products for consumer use.

These developments and the potential to expand the contribution which cassava makes to household income and national development are threatened by the spread of diseases into South Sudan. In South Sudan, the main disease problem was historically Cassava Mosaic Virus (CMV). The improved variety, TME14 was distributed due to its resistance to CMV and its other desirable quality of high yield. Unconfirmed reports from research and field staff of the MAFCRD and The FARM Project indicate that Cassava Brown Streak Disease (CBSD), an even more serious disease, is already in South Sudan. Now that CBSD has entered the country, TME14 is no longer part of the solution because of its very high susceptibility to CBSD. In order to stop the likelihood of spreading the disease from imported materials, external procurement of TME 14 was stopped and was replaced by locally sourced cassava stem. The project did continue with importation of other newly released materials of NASE 14 (MM96/4271), which was released in May 2011 and is tolerant to CBSD. This variety was procured from Uganda upon consultations with the National Research Program of the Uganda Ministry of Agriculture, Forestry and Fisheries.

During 2012, The FARM Project distributed cassava stalks of TME 14, which was sourced locally in South Sudan, and NASE 14 (MM96/4271), sourced from Uganda and distributed to 35 FBOs. It is estimated that all the stems (NASE 14 and TME 14) planted 700 feddans (295 hectares). For 2013, the project has decided to source all the planting material locally. This approach has been taken for many reasons, the most important being the continued effort to stop the spread of Cassava Brown Streak Disease (CBSD), which is now endemic in Uganda. It is also thought appropriate to support local farmers in selling cassava as an income generating initiative. There is plenty of TME 14 available in the Greenbelt so this will not in any way be weakening the participating farmers' food security. The final reason for promoting the use of local stalks is to encourage farmers to harvest their TME 14 crop, the tubers of which are susceptible to rot if left in the ground long beyond their maturity period.

Table 6: Cassava Stalk Distribution to FBOs per County

State	County	FBOs	New FBOs	Farmers	New Farmers	Seed (kg)	Feddans
EES	Magwi	16	3	411	88	18,600	93
EES	Ikwoto	7	**0**	**110**	0	6,000	30
EES	Torit	7	4	179	98	7,900	35
EES	**EES**	**30**	**7**	**700**	**186**	**32,500**	**158**
CES	Yei	10	5	252	123	18,900	95
CES	Morobo	9	**5**	**395**	248	23,600	118
CES	Kajokeji	12	6	1,182	130	26,000	130
CES	**CES**	**31**	**16**	**1,829**	**501**	**68,500**	**343**
WES	Yambio	23	24	493	510	20,000	100
WES	Mundri West	21	**21**	**396**	396	18,400	92

WES	Maridi	18	19	296	340	10,600	53
WES	**WES**	**62**	**74**	**1,185**	**1,246**	**49,000**	**245**
FARM	**FARM**	**123**	**97**	**3,714**	**1,933**	**150,000**	**746**

3.2.7. Phaseolus Bean Seed Distribution

Beans are becoming one of the important crops in some parts of the Greenbelt area of South Sudan both for a food and cash crop. It is a good source of protein and vitamins for growing children, lactating mothers and the elderly. Apparently, the production of *Phaseolus* beans in South Sudan is not adequate. As a result, the country is importing most of its beans requirements from Uganda and Kenya.

Most of the current local varieties being used by farmers possess low yielding characteristics. However, when beans are grown in rotation or mixed with other crops such as maize, cassava and sorghum cropping systems, this improves the soil fertility because of their capability of fixing atmospheric nitrogen. Recent observations show that beans are fast becoming an important trading agricultural enterprise bringing cash to the household level. Currently only 3% of the traded beans in South Sudan are produced here and there is great potential for import substitution. Additionally, GIZ indicates that the value chain for beans is the most profitable of the many crops produced in South Sudan. It is against this background that The FARM Project enhanced its production by expanding the list of approved crops under its mandate for cultivation by its selected FBOs through provision of improved bean seed. This year, upon recommendations from various stakeholders, The FARM Project will distribute 46MT of beans, 30MT of K132 (all in Central Equatoria) and 16MT of Nabe 4 in Eastern and Western Equatoria states. The table below gives a summary of bean seeds distributed and beneficiary FBOs and their membership for each county.

Table 7: Bean Seed Distribution to FBOs per County

STATE	COUNTY	FBOs	New FBOs	FARMERS	New Farmers	FEDD	SEED (kg)
EES	Magwi	13	2	289	57	85	3,390
EES	Ikwoto	14	1	248	18	80	3,200
EES	Torit	25	0	616	0	100	3,980
EES	**EES**	**52**	**3**	**1,153**	**75**	**265**	**10,570**
CES	Yei	28	9	753	188	216	8,620
CES	Morobo	38	17	1,130	533	434	16,435
CES	Kajokeji	26	9	289	137	243	9,735
CES	**CES**	**92**		**2,172**		**893**	**34,790**
WES	Yambio	1	1	15	23	6	240
WES	Mundri West	1	**0**	**28**	0	4	160
WES	Maridi	6	2	119	44	6	240
WES	**WES**	**8**	**3**	**162**	**67**	**16**	**640**
FARM	**FARM**	**152**		**3,487**		**1,174**	**46,000**

3.2.8. Rice, Millet and Sesame

The project staff through discussions with farmers have identified three crops for which they would like to receive seed assistance. These include finger millet, sesame and upland rice. A few progressive FBOs have been selected to grow these crops on a trial basis to see if the varieties under test are improvements on local varieties that are not available in sufficient quantities for distribution to farmers.

The Finger Millet and Sesame will be released in Eastern Equatoria while the upland rice will be distributed in Western and Central Equatoria.

For all the seed distribution in 2013, there are four criteria:

1. Prioritization of new FBOs;
2. FBOs should not have received seed of that type before;
3. The group needed to be registered either as an FBO at the county level or as a cooperative at the state level;
4. The land needed to cultivate these seeds needed to have been cleared.

Table 8: The Distribution of Finger Millet and Sesame in Eastern Equatoria and Upland Rice in Western and Central Equatoria

Finger Millet	County	FBOs	Members	Seed (kg)	Feddans Cultivated
Finger Millet					
	Magwi	23	592	191	95
	Ikwoto	13	363	174	87
	Torit	29	726	332	166
	EES	**65**	**1,681**	**697**	**348**
Sesame					
	Magwi	32	709	368	184
	Ikwoto	5	79	56	28
	Torit	3	61	36	18
	EES	**40**	**849**	**460**	**230**
Rice					
	Yambio	**1**	**15**	**540**	**18**
	Maridi	**6**	**100**	**180**	**6**
	WES	**7**	**115**	**720**	**24**
	Yei	**2**	**32**	**160**	**5**
	Morobo	**1**	**28**	**145**	**5**
	Kajokeji	**1**	**20**	**100**	**3**
	CES	**4**	**90**	**405**	**14**
FARM	**FARM**	**11**	**205**	**1,125**	**38**

3.2.9. Seed Multiplication

The project is also supporting the local production of seed though private sector seed growers.

Table 9: Seed Multiplication

FBO	COUNTY	SEED TYPES PREFFERED	Maize		Groundnut		Bean		STATUS
			Feddans	Seed Kg	Feddans	Seed Kg	Feddans	Seed kg	
Ngakoyi Farmers Group	Yei	Maize & g/nuts	5	50	4	160	0	0	9 Feddan plowed, not harrowed. Maize seeds delivered.
Issa Ngaga Cooperative Society	Yei	Maize	10	100	0	0	0	0	10 feddans plowed and harrowed. Maize seeds and fertilizer delivered but not planted due to dry spell.
Undokori Cooperative Society	Yei	Maize & g/nuts	10	100	4	160	0	0	14 feddans plowed and all planted with maize.
Iralo Farmers Group	Morobo	Maize	5	50	0	0	0	0	Do not sign the grant letter.
Iraga Farmers Group	Morobo	Maize, g/nuts	8	80	2	80	0	0	Only 2 feddans plowed, remaining 8 not plowed
Ajugi Highland Cooperative	Morobo	Maize & Bean	10	100	0	0	3	120	13 Feddans plowed, 10 planted with maize and 3 will be planted with beans already delivered.
Ngingiret na Nyei Farmers Group	Kajokeji	Maize	10	100	0	0	0	0	7 Feddans plowed and 3 already planted with maize.
Lomeri ti dara Moro Farmers Group	Kajokeji	G/nut	0	0	4	160	0	0	3 feddans plowed and planted with maize
Bamure Women Crop Production Group	Kajokeji	Maize	9	90	0	0	0	0	9 feddans plowed; 4 planted with maize.
Total			**67**	**670**	**14**	**560**	**3**	**120**	

As can be seen in the table above, the aim is to produce 67 feddans of maize seed, 14 feddans of groundnut seed and 3 feddans of bean seed. Foundation seed has been provided by Century Seed Company. Nine FBOs have been identified to undertake the production of the seed, which will be purchased by Century Seed Company at the end of the growing season. These farmers will be producing certified seed from the foundation seed supplied by the seed company.

The FARM Project in the planning stages for the 2013 season had proposed seed multiplication in all three states where The FARM Project operates but local private sector partners could not be identified to support the seed multiplication in Eastern and Western Equatoria.

3.3. Increased Availability of Appropriate Cassava Varieties

The FARM Project is collaborating with the MAFCRD/RSS to expand the list of approved varietal material for cassava. The germplasm for these varieties were sourced from Uganda, which has released seven new varieties available for the regions with similar ecological zones. All the planned six cassava varieties were brought into the country for evaluation and validation. These varieties were MM96/4271 (NASE 14), NASE 15, NASE 16, NASE 17, NASE 18 and NASE 19. These NASE series are being handled by cassava research scientists from MAFCRD at the Palotaka Basic Seed Center in Magwi County, Eastern Equatoria State. A follow-up to check the performance of the six cassava varieties was made and it was discovered that all six crops were established and were doing well. The table below gives details of the lines and evaluation.

Table 10: Assessment Results of New Ugandan Cassava Varieties in South Sudan

Variety/Line	Series	CMV Status	CBSV Status	Under Evaluation	Preliminary Result
MM96/4271	NASE 14	Resistant	Tolerant	Yes	Established
28-TME 14	NASE 15	Resistant	Tolerant	Yes	Established
266-BAM	NASE 16	Resistant	High tolerance	Yes	Established
349-KAK	NASE 17	Resistant	High tolerance	Yes	Established
109-TME 14	NASE 18	Resistant	High tolerance	Yes	Established
72-TME 14	NASE 19	Resistant	High tolerance	Yes	Established

Source: NaCRRI – Namulonge, Uganda (2011)

A full report will be provided in the annual report

3.4. Crop Yield Performance Assessments

As part of the demonstration of the possible productivity improvements that can be achieved through the introduction of improved varieties, yield assessments of the maize variety have been undertaken after each harvest. The project baseline for maize undertaken in June 2010 is indicated to be 336kg/feddan or 800kg/ha. Randomly selected farmers were assessed in September and December 2011 and again in 2012 for the level of productivity from their maize crop. For each selected farmer, three plots each of 8.41 square meters (25.2 square meters total) were used in the analysis. The number of plants, spacing, number of cobs, yield and presence of

pests, diseases, Striga and weeds were noted. A sample of the cobs were then shelled to obtain the moisture content and the grain weight was then determined based on a moisture content of 13.5%. In each of the analyses, approximately 120 samples were obtained from all three regions. Unfortunately no yield assessment was undertaken in Western Equatoria in December 2012. This oversight when noticed was too late to be corrected.

The yield assessment completed for the first harvest of 2012 shows that the yield has increased to 1,766kg/ha again using Longe 5. The increase can be attributed to good rainfall patterns in the project area as well as improved adoption of good agronomic practices by farmers. For the second season, which should have a significantly lower yield due to grain maturation at a time of reduced rainfall, the overall average yield was 1,628kg/ha. This was largely another increment in yield was achieved again due to excellent climatic conditions for production in October and November 2012 as well as continued adoption of improved agronomic practices as shown in the tables below. Intra-row spacing is still too high to have an optimal plant population but this is compensated by planting more than one seed per hole.

Table 11: Maize Yields and Agronomic Practices Observed in the 2012 Yield Assessment

Measure	Years	Yield	Area Sq.mt	Area Feddans[1]	Quantity Produced Kgs	Mean Row Spacing[2]	Mean Plant Spacing[3]
Greenbelt (86)							
Total			326,158	77.66	108,511.4		
Average	1.98	1,627.73	3,792.53	0.9	1,261.76	82.15	48.87
Stdev	2.81	1,484.68	4,217.45	1	1,418.64	17.54	21.1
Max	26	9,628.89	25,439	6.06	7,398.35	165	113.5
Min	0	384.53	0.6	0	0.61	55	22.5
Eastern Equatoria State (16)							
Total			32,315.9	7.69	13,364.42		
Average	1.38	2,581.56	2,019.74	0.48	835.28	78.46	45.18
Stdev	1.09	2,536.32	1,402.39	0.33	543.41	13.05	23.62
Max	4	9,628.89	4,889.6	1.16	1,930.39	100	95
Min	0	644.02	0.6	0	0.61	62.5	22.5
Magwi County (4)							
Total			10,540.4	2.51	3,290.83		
Average	2	1,369.55	2,635.1	0.63	822.71	85.83	50
Stdev	1.83	575.37	1,387.73	0.33	578.58	15.07	18.37
Max	4	2,000.37	4,108.7	0.98	1,681.27	100	65
Min	0	644.02	1,443.4	0.34	425.3	70	27.5
Ikwoto County (3)							
Total			2,853.7	0.68	3600.4		

Average	1.67	6,822.47	951.23	0.23	1,200.13	72.5	24.17
Stdev	0.58	3,207.68	712.38	0.17	204.7	4.33	1.44
Max	2	9,628.89	1,773.6	0.42	1,404.47	75	25
Min	1	3,325.88	523.8	0.12	995.07	67.5	22.5
Torit County (9)							
Total			18,921.8	4.51	6,473.19		
Average	1	1,706.59	2,102.42	0.5	719.24	77.86	51.43
Stdev	0.71	1,012.46	1,487.73	0.35	593.74	14.61	27.53
Max	2	4,296.96	4,889.6	1.16	1,930.39	100	95
Min	0	1,041.83	0.6	0	0.61	62.5	25
Central Equatoria State (70)							
Total			293,842.1	69.96	95,146.97		
Average	2.11	1,409.72	4,197.74	1	1,359.24	82.85	49.62
Stdev	3.06	1,028.48	4,537.45	1.08	1,537.27	18.26	20.66
Max	26	8,515.36	25,439	6.06	7,398.35	165	113.5
Min	0	384.53	419.8	0.1	57.3	55	22.5
Kajokeji County (25)							
Total			96,504.4	22.98	28,929.77		
Average	1.84	1,134.05	3,860.18	0.92	1,157.19	76.6	46.6
Stdev	1.11	390.61	3,737.75	0.89	1316	15.14	13.1
Max	4	1,988.46	15,684	3.73	5,038.06	115	85
Min	0	491.01	843.8	0.2	153.24	55	32.5
Morobo County (26)							
Total			75,257.1	17.92	26,741.29		
Average	1.81	1,488.17	2,894.5	0.69	1,028.51	89.83	56.94
Stdev	1.02	504.61	2,339.54	0.56	955.67	22.37	25.4
Max	1.02	504.61	13537	0.56	955.67	22.37	25.4
Min	0	384.53	844.1	0.2	167.95	67	31.5
Yei County (19)							
Total			122,080.6	29.07	39,475.91		
Average	2.89	1,665.09	6,425.29	1.53	2,077.68	81.44	43.22
Stdev	5.66	1,820.56	6,696.54	1.59	2,172.97	11.85	19.42
Max	26	8,515.36	25,439	6.06	7,398.35	110	85.5
Min	0	573.31	419.8	0.1	57.3	65	22.5

Note[1] = One feddan is 4200 square meters.
Note[2] = the recommended row spacing was 75 – 80 centimeters.
Note[3] = the recommended plant spacing was 25 – 30 centimeters.
Note = the recommended sees rate was one seed per hole.
Note: a cell that has zero under row and plant spacing indicates that it was not reported.
Note: The number in brackets in front of the states is the sample size (number of farmers).

Table 12: Good Agronomic Practices Observed in Maize Yield Assessment in 2012

Measure	Cropping		Weed		Striga		Pest					Planting Recommended		
	Mono	Inter	Low	High	No	Some	Stalk borer	Termites	Birds	Rats	Monkeys	Row Space[1]	Plant Space[2]	Seed Rate[3]
Greenbelt (86)														
Total	9	37	61	25	63	23	3	54	9	38	9	55	13	4
Eastern Equatoria State (16)														
Total	5	1	2	4	5	1	3	14	11	11	3	0	7	5
Magwi County (4)														
Total	4	0	0	0	0	0	0	0	0	0	0	0	1	3
Ikwoto County (3)														
Total	2	1	2	1	0	1	0	1	2	0	1	3	0	0
Torit County (9)														
Total	9	0	0	0	0	0	0	0	0	0	0	5	3	1
Central Equatoria State (70)														
Total	34	6	9	0	8	2	0	0	8	7	6	0	0	9
Kajokeji County (25)														
Total	9	16	6	9	12	3	0	16	7	2	6	20	0	1
Morobo County (26)														
Total	15	1	9	7	0	6	2	3	0	2	2	3	0	0
Yei County (19)														
Total	0	9	4	5	6	3	9	1	1	3	8	13	6	16

Note[1] = the recommended row spacing was 75 – 80 centimeters.
Note[2] = the recommended plant spacing was 25 – 30 centimeters.
Note[3] = the recommended sees rate was one seed per hole.
Note: a cell that has zero under row and plant spacing indicates that it was not reported.
Note: The number in brackets in front of the states is the sample size (number of farmers).
Note: Other pest information was gathered on were squirrels, snails, foxes, weevils, aphids, bugs, pigs and thieves. Data on these were sporadic and very insignificant.

Note: Other plant diseases information was gathered on were maize streak, mould and smut. Data on them were also sporadic and insignificant.

A full analysis of all the yield data from the 4 yield assessments will be presented in the annual report.

3.5. Weed, Pest and Disease Control Using Integrated Pest Management (IPM)

To develop a comprehensive Integrated Pest Management (IPM) Plan for South Sudan's agricultural sector, The FARM Project engaged an IPM expert who has worked with the Virginia Polytechnic Institute and State University (Virginia Tech) CRISP Program. His work, which started in September 2011, included an assessment and evaluation of crop pests and the IPM methods available for their mitigation; customization of these methods to South Sudan's particular socio-economic, environmental, and farming systems; and the dissemination (and subsequent and ongoing revision) of these methods through development of curricula and training activities with public sector extension workers, FBOs and farmers. The findings of his work were submitted as an annex to the Semi-Annual Report submitted in April 2012. Contact has been maintained with the consultant and the project will pursue the development of the IPM training for extension workers as well as supporting IPM specialists in MAFCRD. It is planned for this consultant to return in the next reporting period to complete this work.

3.6. Demonstration Plots

Demonstration plots show farmers the benefits of improved seed varieties, adoption of best management practices and fertilizer application. During the reporting period, The FARM Project will be establishing 9 demonstration plots at county level to be managed by extension workers in collaboration with research technicians.

Mechanized Land Preparation and Land Reclamation

During the war many farmers abandoned farming. Their fallow lands grew trees as they were left uncultivated for over twenty years. This has made land preparation throughout the Equatorias very challenging. Mechanized land preparation (reclamation, plowing and harrowing) will allow for significant increases in the amount of land under cultivation, and enable more efficient cultivation, planting, weed control and harvest. These, in turn, will increase cumulative production and farmer productivity, and reduce labor requirements, resulting in reduced costs of production and increased competitiveness. Mechanization also will reduce the burden of farm labor, particularly for women and children.

Through the innovative grants facility program, a total of 549 feddans are proposed to be plowed through mechanized land preparation. The FARM Project continues to encourage ox-plows as an option for plowing. The proposed plowing targets for 2013 are 207 feddans in Eastern Equatoria, 211 feddans in Central Equatoria State and 131 feddans in Western Equatoria State.

Concurrently with improved land preparation assistance, the project established an initiative where it worked with two different farming communities two 100-feddan contiguous blocks of land that could be cultivated by a community group of farmers. This was done to test a land conservation management model and increase the efficiency of service provision in terms of plowing. Fifty farmers in Obbo (Magwi County) and Kudaji (Kajo-Keji County) each have been provided with support on land reclamation and plowing. The land reclamation has been conducted to create a parkland type environment with trees of cultural and economic importance being retained. Not only were the two sites opened during 2012 but also the plots were planted

during the second season. Farmers in Obbo planted maize and beans while in Kudaji an intercrop of cassava, sorghum and groundnuts was planted. For 2013, the project anticipates opening six new block farms, five as part of the NEAT Initiative in Eastern Equatoria and one in Mundri County at Karika.

3.7. Small Ruminant Program

The FARM Project undertook an evaluation of the goat initiative in March 2013. The management of the goat initiative was insufficient to monitor progress with the program. Recipients of goats did not manage the offspring as intended. There were reports of very high levels of loss of offspring so the proposed transfer mechanism broke down. The learning from this activity is that significantly greater oversight than was provided by the project is necessary to monitor impact of the program.

3.8. Rainfall Data Collection

In April and May 2012, the project procured and delivered 27 rain gauges to FBOs in each of the payams where the project is working. Farmers were requested to collect information on behalf of the project and were provided with notebooks for this purpose. While there is no way to measure the accuracy of the information being collected, it does appear that the majority of the meters were recorded accurately. The farmers who collected rainfall data will be provided with a stipend of SSP100 for their efforts and as an incentive to continue the program in 2013.

The rainfall data will be further analyzed to determine the effective wet season in each location using data collected. Data collected in 2013 will be used to establish recommended planting windows for various crops in different locations throughout the Greenbelt.

Table 13: Rainfall at 23 Sites from May 2012 to March 2013

Payam	County	April	May	June	July	August	September	October	November	December	January	February	March	2012 Total	2013 Total
CAD Ikwota	Ikotos	128	115	98	100	139	150	85	77	39				931	0
Katire	Ikotos		82	103	152	318	233	219	344	28	101	69	103	1,479	273
Obbo Magwe	Magwi			149	193	147		233	130		0	0	57	852	57
Moli-Andu-Pageri	Magwi	16	47	110	215	117	140	78	70	3	0	0	114	796	114
Pajok	Magwi	142	47.5	116	58.5	160		67	30	32	0	0	35	653	35
Kudo	Torit					89	87	105	57	0	0	0	11	338	11
Mura Ifwotu	Torit	8	213	120	108	238			167	0	0	0	24	854	24
Ifohu-Imurok	Torit	51	186	235	295	479	93	114	35	0	0	0	0	1,488	0
Wudabi	Morobo		91	270	277	263	296	305	25	19	113	0	159	1,546	272
Mugwo	Yei		66	173	425	147	179	256	67	45	51	0	48	1,358	99
Otago	Yei		249	109	432	261	175	269	181	25	57	0	107	1,701	164
Lasu	Yei		137	173	351.5	117.5	114	170	162	35	59	0	89	1,260	148
Lire	Kajo-Keji		55	113	192	148	65	190	57	5	0	0	70	825	70
KangapoII	Kajo-Keji		106	158	222		62	47	157	25	0	0	80	777	80
Gulumbi	Morobo		53	298	352	200	206	130	137	14	96	0	88	1,390	184
Juba	Juba		107	106	109	127	161	119	92	13	5	11	13	863	29
Bangolo	Mundri		35	184	224	182	193	51	66	0	28	11	39	935	78
Kotobi	Mundri		82	124	195	204	162	39	71	40	2	19	49	917	70
Landilli	Maridi			218	111	217	221	108	154	28	18	0	113	1,057	131
Maridi	Maridi		41	198	93	262	167	102	133	11	13	15	45	1,007	73
Bangasu	Yambio		191	51	139	233	169	160	76	0	19	50	25	1,019	94
Rirangu	Yambio		207	37	283	207	174	188	116	25	23	19	86	1,237	128
Yambio	Yambio		244	88	103	178	225	122	111	29	0	23	76	1,100	99

4. COMPONENT 2: TRADE AND MARKETING

4.1. Introduction

Markets are critical to the success of any commercial enterprise in the agricultural sector. However, weak infrastructure, poor business linkages and a virtually nonexistent market information system has limited access to markets throughout the Equatorias. The FARM Project has therefore been working to increase smallholders' access to and availability of market services, particularly along critical trade routes. The FARM Project is also undertaking initiatives to improve the legal, regulatory, and policy environment that governs marketing and trade.

Agricultural marketing presents great challenges to many producers who lack knowledge and skills on how to identify, access, evaluate, and plan for marketing opportunities. Among others, reluctance to look for markets, lack of knowledge on existing markets, and difficulties in identifying and addressing market opportunities and constraints warrant the need to build the marketing capacity of farmers and FBOs.

Of even more importance in the development of markets is the availability of a working infrastructure. Within the location in which the project works, areas of high agricultural productivity are cut off from markets by roads made impassable due to either a lack of bridges or a lack of maintenance.

4.2. Agricultural Trade Fairs

As part of a strategy to spur economic development in a predominantly agricultural economy, the project provided significant support to South Sudan's second agricultural trade fair that was held from November 27th to 30th 2012 at Nyakuron Cultural Center in Juba. The objective of this significant event was to provide national and international participants the opportunity to facilitate business deals for agriculture products and equipment; they will learn more about investing in the agribusiness sector in the country, and showcase new agricultural technologies and services to one of the fastest growing markets in East Africa. The five main objectives of the fair were:

- To create suitable agricultural linkages with national, regional and international investors.
- To increase market information exchange in agriculture and other related sectors.
- To expose agricultural potential and increase trade opportunities.
- To promote private sector development.
- To promote the use of modern technologies.

The FARM Project provided a consultant to support the development of the second national fair that was scheduled for November 27-30, 2012. The Ministry selected the candidate that was made available by The FARM Project and the consultant arrived in country on September 6th and remained until December 5th 2012. The consultant has been based in the MAFCRD and worked

with a local coordinator and six ministry working groups covering protocol, logistics, finance, and communication.

Although a direct comparison is not possible between the two fairs, it appears that this fair had a larger number of people who came into the grounds with 5,000 paying subscribers compared with 2,300 for the first trade fair. The admission price was SSP3 in 2011 and SSP1 in 2012. There were also more stalls than in 2011 including a large delegation from Tanzania who brought large quantities of non-agricultural commodity to sell. At the successful conclusion of the second National Agriculture Trade Fair, the Minister of Agriculture Honorable Betty Achan Ogwaro congratulated Jonglei state for having the best stand among the states. Western Bahr el Ghazal was second and Eastern Equatoria third.

The value of agricultural shows and trade fairs as a trading venue is often underestimated. The FARM Project reviewed what farmers bought to the state agriculture shows held in Yambio and Torit in October 2012 and then what was procured with the proceeds. The results are shown below.

Table 14: Output Indicators for Component 2: Increased Smallholder Access to Market Services (2012)

Increase linkage for farmers through AG shows			
Parameter measured	**Number of Exhibitors**	**Quantity sold in the show**	**Revenue (SSP)**
Maize	32	4,095	9,456
G/nuts	18	573	2,424
Cassava	18	510	1,050
Sorghum	4	22	275
Beans	7	163	130
Pumpkins	5	80	300
Potato	9	552	739
Honey[1]	7	7	2,300
Oranges	5	140	47
Cow peas	4	32	160
Sheep[2]	1	2	800
Goats[3]	2	4	1,550
Pineapples[4]	2	1	252
Farmers linked to AG. Service providers in the AG. shows			
Traders	10		
Agro-dealers	14		
Processors	9		
Farmers	32		
Farmers who purchased input from the AG. Shows			
Hoes	17		
Machet	14		
Oxen	2		
Seeds	17		
Seedlings	7		

Axe	6		
Sprayer	2		
Pesticide	1		
Slashers	5		

1. Note[1] = Honey measured in buckets Note[2-4] = These are sold in units

4.3. Market Assessments

In the previous annual report, the project had undertaken market assessments. These had shown the range of commodities in different markets within South Sudan. However during 2012 it became clear that there needed to be much more in depth information from individual farmers regarding what commodity they have available to sell and also what price they anticipate selling their commodity for. Also it became very clear that aggregation of surplus was going to be essential if the farmers were to be able to attract traders. As the year progressed what originally was considered a problem with the farmers and the traders negotiating prices was much more complex with farmers often not understanding market forces and the need to adjust prices to reflect improved productivity as well as the South Sudanese traders being unable to effectively compete with their Ugandan counterparts due to the lack of capitalization, the very poor infrastructure and the farm gate price differential between Uganda and South Sudan.

The project took several steps during the course of the period to try and increase the availability of market data. The first was a paper survey in Eastern Equatoria where 2,300 forms were distributed to payam extension agents in the nine payams and they collected data on the availability of commodity for sale. Over 700 forms were returned and analyzed. The analysis is presented below:

Table 15: Output Indicators for Component 2: Increased Smallholder Production and Access to Markets

	2011[1]				**2012**			
Parameter Measured	**Maize**	**Sorghum**	**Gnuts**	**Cassava[3]**	**Maize**	**Sorghum**	**Gnuts**	**Cassava**
Sample size males	80	80	80	80	377	377	377	377
Sample size females	11	11	11	11	205	*205*	*205*	205
Total sample farmers	91	91	91	91	582	582	582	582
Total sample male traders								
Total sample female traders								
Total sample traders	74	74	74	74				
Baseline yield[2] kgs per feddan	399	349	525	1,694				
Quantity available (kgs)	158,470	24,758	40,910	1,950	372,775	186,320	103,670	223,000
Quantity for sale (kgs)					264,520	119,840	69,600	223,000
Quantity sold (kgs)	53,705	5,008	0	28,736	237,145	86,818	47,948	33,700
Quantity sold (kgs) by males					156,280	55,688	28,935	21,100
Average price per kg farmers asked/got	1.95	1.55	1	3.60	2.33	1.5	2.69	1.20
Average price per kg traders paid	2.06	1.60	0	3.38				
Total Revenue					442,528	*98,875*	*25,582*	26,375

Quantity sold (kgs) by females					80,865	*31,130*	*19,013*	12,600
Average price per kg					2.42	*1.5*	*3.19*	1.12
Total Revenue					195,440	*57,115*	*19,871*	15,330
Average distance to the market (kms)					29.00	*12.33*	*5.2*	22.19
Average transport cost to local market per kg					0.26	*0.043*	*0.178*	0.115
Average transport cost to major market per kg					0.25	*0.454*	*0.588*	0.2219

Source of data: The FARM Project Survey 2012 data.
Note[1]: The source of data for 2011 was a market tracking survey done by The FARM Project
Note[2]: The Baseline information for yields was from Jagwe et al (March 2005) "Market opportunities identification for selected crops in the Equatoria Region of Southern Sudan".
Note[3] this is the dry weight.

Table 16: Output Indicators for Component 2: Increasing Improved Farmers' Link with Traders in the Marketing Chain

Parameters measured	**Maize**	**Sorghum**	**Gnuts**	**Cassava**
Farmers who sold at the farm gate	18	1	0	4
Farmers who sold in the local market	423	183	78	19
Farmers who sold in a major market	82	62	46	30
Farmers who sold at a FBO warehouse	0	0	7	0
Farmers who sold to the indigenous population in a local market	136	68	56	33
Farmers who sold to the indigenous population in a major market	0			
Farmers who sold to an NGO	20	8	7	0
Farmers who sold to companies	2	0	0	0
Farmers who sold on contract	0	0	0	0
Farmers who sold to a trader in the local market		64	65	16
Farmers who sold to a trader in a major market	364			
Traders accessing the local markets	274		1	3
Traders accessing the major markets	63			14
Quantity purchased by traders in a local market(Kgs)	120,285	8,460	1,000	7,000
Quantity purchased by traders in a major market(Kgs)	29,340	2,160	18,345	1,500
Quantity sold to the indigenous population in a local market	68,940			
Quantity sold to the indigenous population in a major market	1,890			
Quantity sold to an NGO				0
Quantity sold to a company				0
Farmers paid cash	522	81	132	56
Farmers who bartered	0	1	0	0
Farmers whose commodity was taken on credit	0	0	0	0
Farmers who commodity was contracted	0	0	0	0

Source of data: The FARM Project Survey for the 2012 data.

4.4. Linking Commodity Buyers to Farmers

The project initiative to try using smart phones was initiated during the period. The phones were purchased by Abt in the USA and programmed there. They were then brought to South Sudan and the training was undertaken of the Payam Extension Workers in February. Despite some minor hitches, the pilot proved to be a significant success with over 276 data sets in the first six weeks.

The problem being addressed with SMART phones: Information systems that provide timely and credible data, statistics and analysis are essential for effective formulation of development and/or humanitarian programs, food and nutrition security preparedness and crisis mitigation and response. Such data are generally unavailable in South Sudan, where innovative multi-stakeholder food security information networks have been undertaken by the FAO's SIFSIA[1] project, which has presented lower cost and more sustainable approach to country-level capacity and institution building (The FSIN, July 2012). Yet there is a lot to do in terms of quality of the data and the use made of it.

4.4.1. The Major Challenges

The major challenges facing data and information systems in South Sudan include ambiguous ownership and lack of sustainability of information collection and analysis; low capacity of local actors and institutions; poor reliability of the information packages to better inform analysis based policy making and agribusiness; inefficiency of dissemination; highly scattered donor resources in data and information analysis, resulting in fragmented or piecemeal approaches; and lack of a strong and well-resourced national information clearing house to set standards.

4.4.2. The Purpose

The main purpose of improving the data system is to develop higher quality data and information on all aspects of the agricultural production chain (food and nutrition, markets, poverty, climate, risks and hazards, and vulnerability).

4.4.3. The Main Objectives

Develop and strengthen the institutional capacity for natural resources data systems in The FARM Project areas; streamline data transmission on cultural cropping activities (i.e. area cultivated, production per feddan, cost of inputs (labor, seeds, chemicals, transportation, and marketing), and revenue (crop prices); post-harvest issues (losses and value addition); the socio-economic characteristics of farm households (resource base, age, education, input availability); the performance of agricultural markets; and build the institutional capacity of the Ministry of Agriculture, Forestry Cooperatives, and Rural Development (MAFCRD). The objective is also to reduce the time gap between the data collection and the analysis.

[1]Sudan Institutional Capacity Program: Food Security Information for Action.

4.4.4. The Method

Since November 2012, The FARM Project has worked with Abt IT Specialists to establish an SMS system, which enables rural farmers to advertise the quantity of maize they want to sell. The program began with the initial purchasing, programming and introduction of 19 SMART phones. The phones were loaded with applications, which could be easily learned by payam extension agents. Trained extension agents visit farmers to ask and load data on quantity farmers have available in the store, the quantity for sale, and the price the farmer is expecting to be paid. The geographic position of the farmers is also loaded into the phone. The information is downloaded through The FARM Project database with the GIS coordinates. These are then made available to commodity traders and other potential buyers. The information helps them to identify specific locations they can aggregate commodities most cost effectively. The large numbers of cooperatives that are aspiring to be formed will also have access to this data so that they too will support the marketing of surplus commodities from rural areas.

4.4.5. Justification for the Use of Smartphone Technology

Data collection surveys using paper forms are slow and error-prone. The data outlined above from the paper survey took over four months to analyze since questionnaires must be brought to a central location, the information entered into a computerized database, the entries "cleaned" of obvious errors, the data analyzed through a statistical package, and sometimes mapped using sophisticated geographic information system (GIS) software. Customized software for Smartphones or Java- and GPRS-enabled mobile phones simplifies on-site survey data collection, computerization and supervision. Tagged with GPS coordinates, data is transmitted instantly to a pre-existing, remotely located database or server using normal mobile networks. The process makes available important data, which can be used to make evidenced-based decisions. Smartphone-based data collection helps in supervising data collectors. The GIS location of the data collector can be recorded and a picture added if the phone has GPS and photo capability. If there is mobile phone network coverage, data can be transmitted immediately to a central location for processing and review. If there are any questions, an immediate conversation can take place between a supervisor and the data collector. If there is internet access, data can be uploaded directly to a cloud database or stored on the SIM card for later download. While using mobile data collection software, you do not need to re-enter data into a computer because it's digital. So there are no reporting delays. Besides, smartphone software can be programmed to skip questions and give alerts when a question is answered incorrectly, which further improves data accuracy (Wambugu[2], 2013).

4.4.6. Results

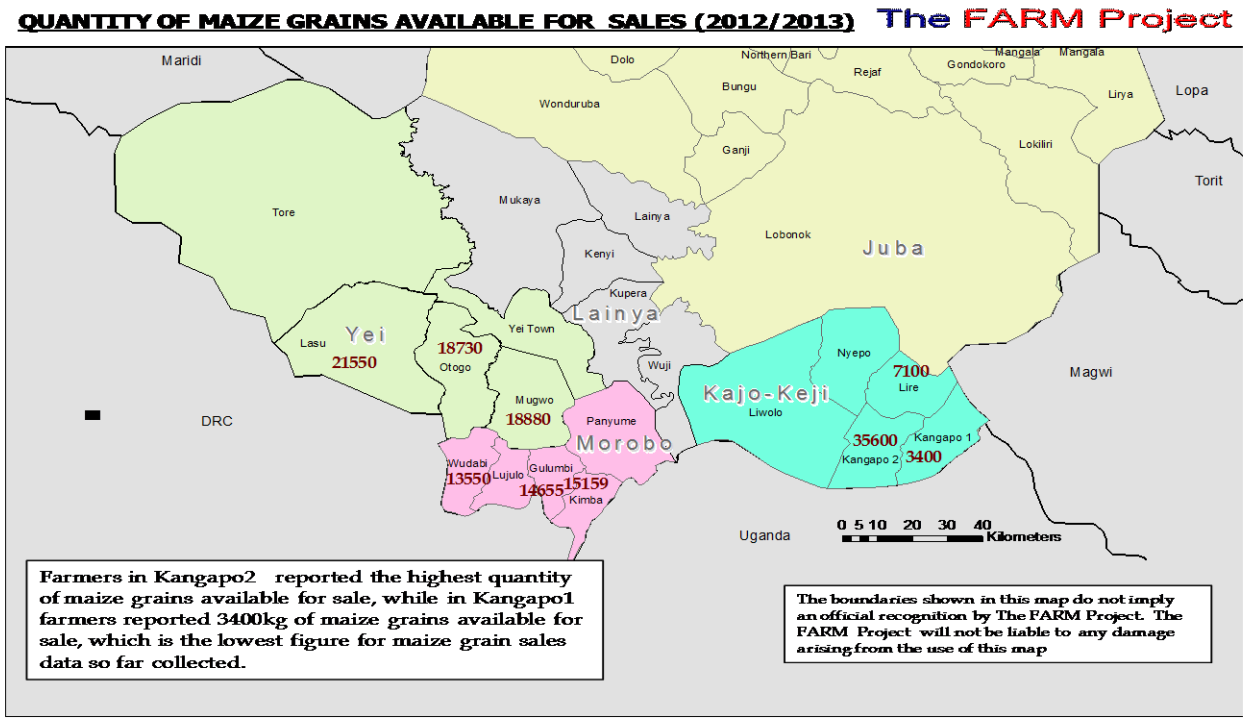
Results of information crucial in marketing maize from rural areas reported via the Smartphone system for 103 farmers and 183 feddans cultivated in Central Equatoria; 45 farmers and 59 feddans cultivated in Morobo County; 36 farmers and 63 feddans cultivated in Yei County; and 22 farmers and 61 feddans cultivated in Kajokeji County – are summarized in the table below. The GIS coordinates of the quantities are summarized in the map below.

[2] Sam Wambugu, "Smartphones writing off paper based surveys", Daily Nation, 3/11/2012.

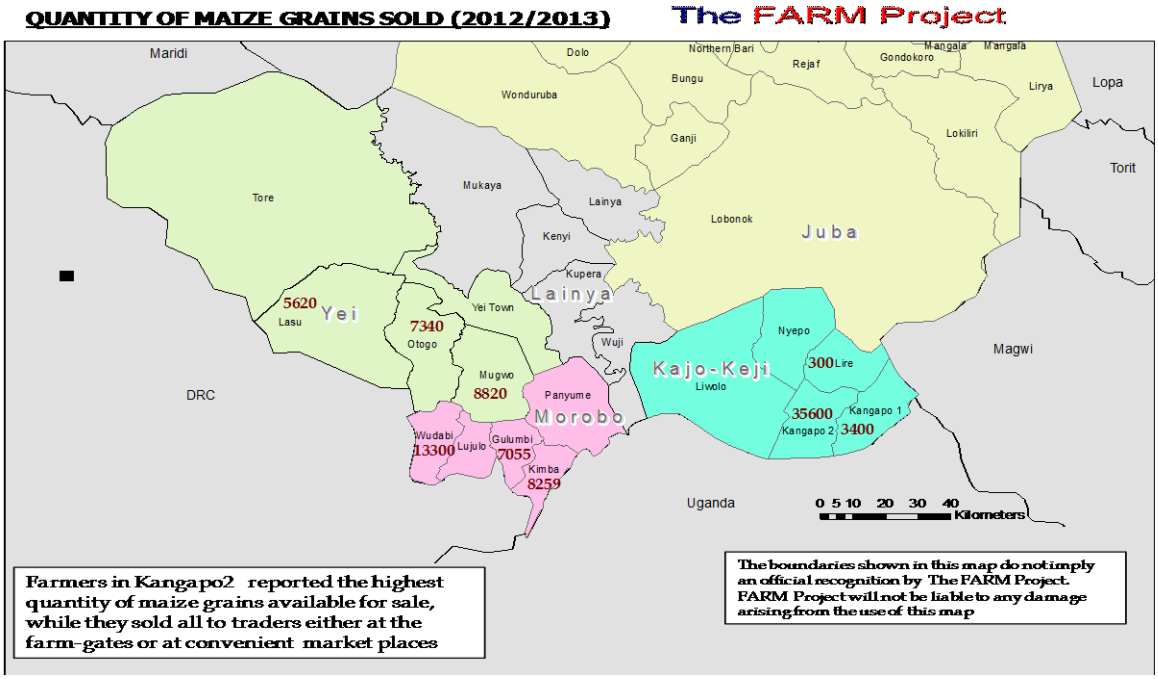
Table 17: Quantity of Maize Available For Sale in Rural Areas of Central Equatoria

Description	Measure	Morobo County Payams			Yei County Payams			KajoKeji County Payams		
		Kimba	Wudabi	Gulumbi	Lasu	Mugwo	Otogo	Kangapo1	Kangapo2	Lire
Quantity in Storage (Kgm)	Total	10,867	9,880	9,300	16,260	11,450	3,890	3,700	22,700	7,600
	Average	679	470	1,163	1,084	881	486	925	1,419	3,800
	Stdev	586	417	1,361	1,186	851	472	299	1,354	3,253
	Max	2,000	2,000	4,350	3,900	3,000	1.400	1,200	4,500	6,100
	Min	117	100	150	100	200	60	500	150	1,500
Quantity Sold (Kgm)	Total	6,434	8,000	8,450	13,600	8,300	2,550	2,600	17,650	300
	Average	402	381	1,056	971	638	319	650	1,103	
	Stdev	403	443	1,406	881	807	325	387	1,221	
	Max	1,700	2,000	4,350	3,200	3,000	1,000	1,000	4,500	
	Min	34	0	100	100	0	20	100	100	0
Price SSP per Kilogram	Average	3	2	2	2	1	2	3	3	3
	Stdev	1	0	1	0	1	1	0	1	0
	Max	5	3	3	2	2	3	3	3	3
	Min	2	2	2	1	0	1	2	2	3
Distance to Nearest Market (kms)	Average	15	21	4	3	4	6	3	3	1
	Stdev	19	12	4	3	3	4	4	3	0
	Max	48	40	7	6	10	14	9	12	1
	Min	1	0	0	0	0	1	1	0	0

Source: The FARM Project Smartphone pilot project database, March 2013



Source: The FARM Project Smartphone database, March 2013.



Source: The FARM Project Smartphone database, March 2013.

CES SMART-PHONE SALES DATA

The FARM Project

Mobile data collection made easy to store huge data for analysis and GPS data for geographic mapping. Equipped with cost effective software, the system cut down the cost of entry time and error corrections. The paperless data is automatically uploaded for real-time web-based tracking.

DATA IS COLLECTED FROM THREE COUNTIES OF CENTRAL QUATORIA STATE

1. Morobo (CES)
2. Yei (CES)
3. Kajo-Keji (CES)

TYPES OF CROPS TARGETED IN THE SURVEYS

1. Maize Cob
2. Maize Grains
3. Shelled Gnuts
4. Unshelled Gnuts
5. Fresh Cassava Roots
6. Cassava Chips
7. Cassava flour

RESULTS FOR MAIZE COB:

County	Payam	QtyForsale	QtySold	AvaPrice/Kg
Morobo	Gulumbi	3500	400	2.33
Morobo	Wudabi	1000	600	2

RESULTS FOR MAIZE GRAINS

County	Payam	QtyForsale	QtySold	AvaPrice/Kg
Yei	Lasu	21550	5620	1.55
Yei	Mugwo	18880	8820	1.75
Yei	Otogo	18730	7340	1.72
Morobo	Gulumbi	14655	7055	3.28
Morobo	Kimba	15159	8259	2.44
Morobo	Wudabi	13550	13300	1.96
KK	Kangapo1	9400	9400	2.7
KK	Kangapo2	35600	35600	2.66
KK	Lire	7100	300	3

Results for 276 survey Questionnaires

formhub

In Yei, the Average selling price for maize grain is relatively the same across all Payams which is also the lowest prices compared with Morobo and KK;

Gulumbi and Lire have more or less the same average selling price for maize grain which is the highest price charge compared with other Payams.

RESULTS FOR CASSAVA ROOTS

County	Payam	QtyForsale	QtySold	AvaPrice/Kg
Yei	Lasu	2800	1900	1
Yei	Mugwo	2500	2500	0.5
Morobo	Otogo	500	0	N/A

RESULTS FOR CASSAVA CHIPS

County	Payam	QtyForsale	QtySold	AvaPrice/Kg
Morobo	Gulumbi	3200	0	N/A

RESULT FOR CASSAVA FLOUR

County	Payam	QtyForsale	QtySold	AvaPrice/Kg
Morobo	Kimba	200	50	3.5

RESULTS FOR SHELLED GNUTS

County	Payam	QtyForsale	QtySold	AvaPrice/Kg
KK	Kangapo2	90	37	4
Morobo	Gulumbi	30	30	6.5

RESULTS FOR USHELLED GNUTS

County	Payam	QtyForsale	QtySold	AvaPrice/K
Yei	Lasu	2085	930	2.44
Yei	Mugwo	2080	910	2.81
Yei	Otogo	5109	1290	2.13
Morobo	Gulumbi	4279	1904	2.77
Morobo	Kimba	5340	1160	2.86
Morobo	Wudabi	60	60	3
KK	Kangapo2	515	200	1.77
KK	Lire	760	170	2.25

Lasu, Otogo and Lire Payams have relatively the same selling price for Unshelled Groundnuts;

Mugwo, Gulumbi and Kimba Payams have relatively the same average selling price per kg of Unshelled Groundnuts;

Kangapo2 has the lowest average price per kg of Unshelled Groundnuts, while in Wudabi the average price per kg of Unshelled Groundnuts is the highest

4.4.7. Lessons Learned

1. The FARM Project has shown that the Smartphone data collection system can be successfully implemented in the rural areas of South Sudan.

2. The glitches experienced during this pilot phase of the exercise have to do with the agents asking the right questions and making sure that farmers understand the question. For example asking farmers about the quantity in the warehouse and following it with a question about the quantity for sale can result in misleading answers. For rural farmers in Central Equatoria the warehouse might be understood to be *gugu* (granary) in which grain is normally kept as a reserve. This question was really meant to solicit an answer to determine if farmers have any surpluses that would be marketed. What farmers have in the *gugu* is not meant for the market. This is why in the current data set, the quantities in sold and not sold are not equal to /less than the quantity in the store. The sequencing of the question should have been what is the quantity you produced? Of this what is the quantity you have for sale?

3. The GIS coordinates for some of the farmers locates them in two to three different places. This might be because the agent is asking the farmer in a market place and not at the home of the farmers. The coordinates could therefore be misleading.

4. Where network service is sporadic, such as in Kajokeji, the transmission of the data might not be spontaneous.

5. Agent should delete data they have already sent so that they do not have data pileup in the set – leading to resending data that are already in the database.

6. Selling price discrepancies e.g. a farmer X reported 500kg of maize in store, offered 300kg for sale and sold 200kg at two different prices 2SSP & 2.5SSP (same time and same GPS coordinates).

7. What should be considered in terms of distances and market name if a farmer sells at farm gate? (8) Should a farmer determine price per kg of product offered for sale? Assuming he/she sold nothing.

4.4.8. Conclusions

With the success of the pilot project, the smartphone data collection method has the potential to help more counties to improve data collection. The FARM Project will continue to work with payam officials to strengthen their capabilities to use this tool and to establish and strengthen institutional and agency linkages.

4.4.9. Moving Forward

Who is currently using this data collection technique in South Sudan? What experience can they share? Given the experience of The FARM Project, this method can easily be streamlined for other types of data such as specific cultural operations. For this to be implemented sustainably, the Ministry of Agriculture, Forestry, Cooperatives and Rural development and other stakeholders need to buy into it.

4.5. Value Chain Interventions

The project during this period attempted to determine the challenges of processing groundnuts. Historically the small towns in South Sudan had processed groundnuts into oil which was sold in local markets. However the impact of the war has been that there is not currently groundnut oil production though groundnuts are made into paste. The project worked with one women's group to make paste. However more work on this is required including an examination of the economics of oil production.

The project has recognized the shortage of labor for processing of produce. While there has been the introduction of maize grinding mills, there has been minimal introduction of processing equipment to ease the labor burden of shelling maize or processing cassava, groundnuts or sorghum. With the formation of cooperatives, the project sees the opportunity to introduce maize shellers, groundnut shellers, sorghum threshers, and cassava graters and chipmakers. The equipment was ordered during the reporting period but will be delivered in the next reporting period. The equipment, both motorized and manual, will be assessed as an income generating activity for the cooperative during the next season.

The project also had the opportunity to make a presentation to a delegation from the United States Congress who came to South Sudan under a CARE learning program. CARE requested The FARM project demonstrate some of the project activities being undertaken and given it was the middle of the dry season, the project demonstrated cassava production and processing. A group of women who had been trained by The FARM Project in cassava processing was invited to Yei from their homes in Morobo to demonstrate improved cassava chip making. The process being used is shown on the front cover of this report.

4.6. Farming as a Business

During 2012, The FARM Project focus of this training has been to move towards cooperative formation and training farmers in formation of cooperatives. While there has continued to be Farming as a Business (FaaB) Training, the focus has been on topics such as effective group formation, governance, and leadership to ensure that farmers' groups are properly managed to benefit members through the sharing of common costs and storage, jointly market produce and access financing. This aspect is reported in the capacity building section.

4.7. Post Harvest Handling, Storage and Processing Technologies and Management for Staple Crops

A key component of the program is the promotion of improved post-harvest handling, storage and processing technologies and methods. These practices have the potential to help reduce post-harvest losses, which are consistently high in South Sudan and account for considerable crop loss each year. To assess which intervention is most suitable for the South Sudanese context, in terms of ease of production, dissemination and efficacy, The FARM Project had planned to test a variety of different storage options at a state and a county level.

During the reporting period, locally improved cribs were constructed for trial purposes. These cribs, based on models currently in use in South Sudan, represent simple but effective improvements, focusing on increasing drying rates while reducing losses due to insect, rodent,

and rain damage. These cribs were designed to be affordable, durable, and practical and easy for farmers to erect and maintain. To show their ease of construction, two farmers will be brought to Torit to construct one of the cribs during the Eastern Equatoria agriculture show.

Because of the high level of post-harvest losses, that have been estimated to be as high as 45%, the project attempted to test alternative technologies that were available on the market to see how well they could preserve grain that had been harvested and dried. These included:

1. GrainPro Zip-up Mats: These mats made of synthetic materials are relatively low-cost and have the ability to increase drying rates, reduce exposure to pests, and protect the grain from adverse climatic conditions as they have zip-up covers that can be closed during periods of rain. Depending on the results of these mats during the evaluation phase, additional purchases and distribution will be pursued as appropriate.

2. GrainPro hermetically sealed GrainSafes: This product provides an oxygen deficient environment that precludes the multiplication of weevils. The GrainSafes have been distributed to the state and county demonstration plots for evaluation an alternative storage option. Results of the test will be reported and used to determine when this option serves the interests of South Sudanese farmers.

3. Smallholder-sized silos form an important element of The FARM Project's post-harvest commodities handling and processing activities as they offer a low-cost solution to on-farm grain storage. The model, that is being used to compare with the other alternatives, was developed through CIMMYT's Effective Grain Storage Project in Kenya which aimed to manufacture a simply-designed silo made of galvanized steel that can be produced using local artisans making them a potentially sustainable technology.

24 FBO members have been identified across the three states, according to specific criteria, to be the beneficiaries of grants from the IGF and receive grants to test the drying equipment for the FARM Project. Additionally, testing equipment for aflotoxin, moisture, and oxygen were procured and distributed to the county Extension Officers. Pictorial training manuals for this equipment have also been developed. However, due to unforeseen delays, the storage equipment will only be tested with the harvest from the second cropping of the 2012 season, instead of the second cropping of the 2011 season.

Markets are critical to the success of any commercial enterprise in the agricultural sector. However, weak infrastructure, poor business linkages and a virtually nonexistent market information system limit access to markets throughout the Equatorias. The FARM Project has therefore been working to increase smallholders' access to and availability of market services, particularly along critical trade routes. The FARM Project is also undertaking initiatives to improve the legal, regulatory, and policy environment that governs marketing and trade.

Agricultural marketing presents great challenges to many producers who lack knowledge and skills on how to identify, access, evaluate, and plan for marketing opportunities. Among others, reluctance to look for markets, lack of knowledge on existing markets, and difficulties in identifying and addressing market opportunities and constraints warrant the need to build the marketing capacity of farmers and FBOs.

5. COMPONENT 3: CAPACITY BUILDING

5.1. Overview

Capacity building is fundamental to The FARM Project's mission. The FARM Project's capacity building strategy is based on an understanding that true and transformational learning is an iterative and developmental process in which information must not only be received (such as through a training) but also retained, assimilated, evaluated and adapted to the unique needs of each person. As such, multiple capacity building interventions are being employed in an integrated manner, with their deployment strategically aimed at catalyzing lasting behavior change—whether it is the adoption of new cultivation techniques, the consideration of market opportunities in planting decisions, or other changes that the project seeks to promote.

During this reporting period, The FARM Project continued to identify and organize project beneficiaries, assessing their capacities and needs, and structuring a program of coordinated interventions to achieve specific capacity building objectives. Both public and private beneficiaries are targeted by these interventions; in the public sphere, policymakers and the extension service providers are the primary beneficiaries; in the private sphere, the primary target is producers. The capacity building component addresses specific needs that have been identified in technical, managerial, and organizational development areas, among others, through a series of integrated interventions. These interventions are designed to support both the production and the marketing component in The FARM Project.

During the period under review, a second series of field-based training was conducted in all project-implementing areas, targeting 310 FBOs with membership of 6,695 farmers who are seed beneficiaries. During the training, class and field trainings on improved handling and seed planting to maximize yields were conducted.

The following production technologies for maize, sorghum and groundnuts were provided through field trainings:

- Land preparation;
- Use of tractors or animal traction on land from which the stumps have been removed;
- Planting;
- Weeding;
- Witchweed (*Striga spp*.) control in maize and sorghum;
- Birds control in sorghum;
- Harvesting;
- Drying;
- Marketing of surplus production;
- Preservation of seed.

Additionally, 5.873 farmers were beneficiaries of seed through the On-farm Demonstration Trials which were conducted to demonstrate the benefits of planting hybrid maize seed with Di-ammonium phosphate (DAP) and Urea provided as a top dressing. As part of this program, 300 motivational farmers were identified to lead the exercise for which they were each supplied with a bicycle by the project to provide outreach to their targeted farmers.

5.2. Training of Trainer Model

To disseminate training in specific areas, The FARM Project applies a Training-of-Trainers (ToT) approach. The trained members are expected to train others at the payam level. The FARM Project ToT trainings are mainly targeted at extension agents and MAFCRD staff from extension, rural development, cooperatives, plant protection and post-harvest areas. With the hiring of the payam extension agents and their deployment in June 2012, these project staff have taken a lead role in dissemination of training information.

The methods used in all ToT trainings, include the following:

- Participatory group discussion and plenary presentations;
- Pre- and post-training testing of participants and correction of results;
- Hands-on practical application in the field;
- Question and answer sessions;
- Presentation and exercises with the aid of handouts;
- Sharing of experiences in the sessions; and
- Field visits and practical demonstrations of technologies in the field.

Many farmers were brought to the county demonstration plots to see the practices being promoted by the project. The county demonstration plots provided a very useful venue to demonstrate good agronomic practices. This is reflected in the higher rates of adoption of good agronomic practices seen in the yield assessments as reported in section 3.

A list of the trainings undertaken in Central Equatoria in the past year is provided below. Data for the other states will be provided in the annual report at the end of FY13.

Table 18: Training Indicators for Central Equatoria State

Type of Training	AFLOT	TOT Business Management	Tractors	Demos (TOT)	Post-harvest	Seed (TOT)	ciples	County GAP TOT		Payam GAP		Cassava Chips	
Year	2012	2012	2012	2012	2012	2012	2013	2012	2013	2012	2013	2012	2013
Total Males	15	52	7	125	247	31	58	60	58	620	721	11	183
Total Females	2	3	0	20	173	3	30	2	9	314	514	7	46
New to FARM this year	0	0	1	54	0	10	0	23	45	886	1235	0	0
Organizations/Associations Represented	0		2	104	99	10	17	47	45	53	54	3	18
Farmers	0		4	124	412	20	88	48	49	934	1235	2	29
Processors	0		0	0	0	0	0	0	0	0	0	0	0
Traders	0		0	0	0	0	0	0	0	0	0	0	0
Farm-service providers (ex. Veterinary, tractor, input, credit)	0		0	0	0	0	0	0	0	0	0	0	0
Extension professionals	14		1	12	0	11	0	10	13	0	0	3	0

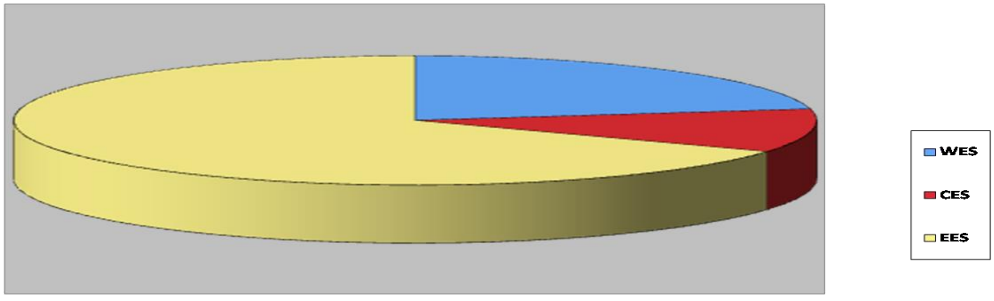
5.3. Training on Appropriate Application of Improved Technologies and Management Practices

5.3.1. Cooperative Capacity Building Trainings

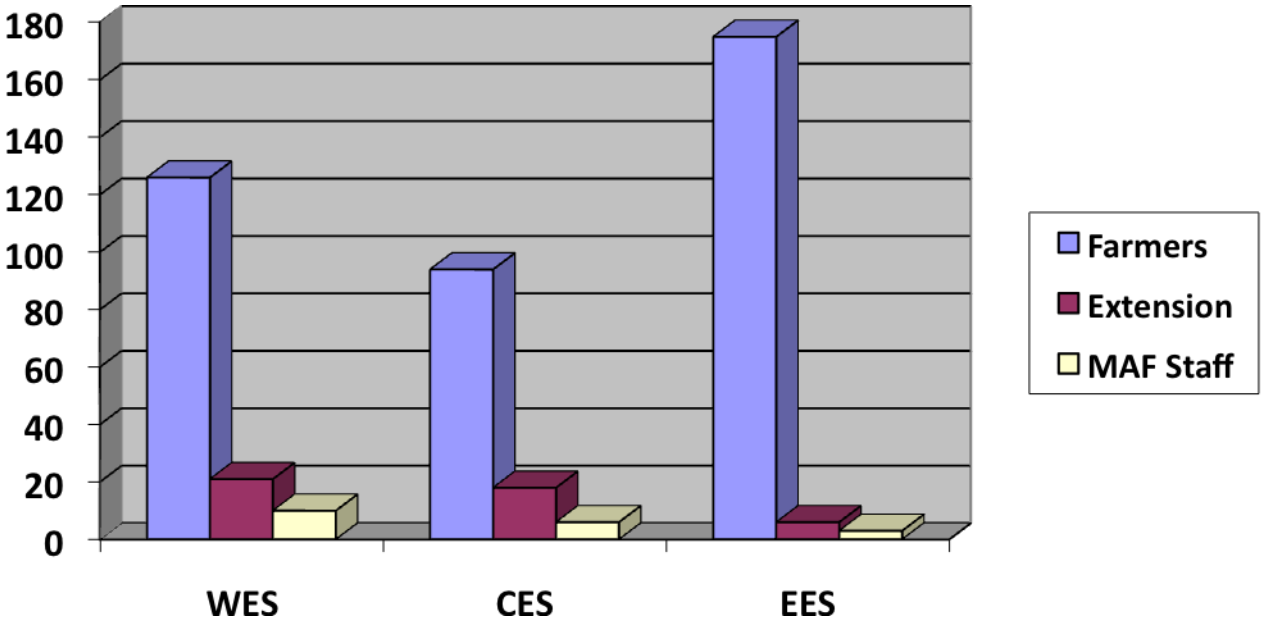
The FARM Project in the last quarter of 2012 procured the services of a Value Chain (VC) consultant to develop a Cooperative Capacity Building manual. In collaboration with the Business Development Expert of the FARM Project, the VC consultant developed a curricular for providing leadership & governance training to members of the board & management committees of farmer groups that include some already formed and registered farmer cooperatives (farmer coops). The Cooperative Capacity Building Manual (which can be found in Appendix F) covers several topics that provide participants with basic knowledge and skills of forming cooperatives; organization and management of a cooperative to benefit members' access important support services and market surplus produce. The material for the training is tailored to the educational background of the rural farmer beneficiaries, written in simple and clear language, with detailed explanations provided to interpret otherwise technical topics. In most cases, scenarios are used to present a business situation that would require critical decision-making among members of a cooperative.

State outreach on agribusiness management skills in 2nd quarter May 2013

During the period Dec 2012-May 2013 a total of 332 trainees of trainers were provided with agribusiness management skills. Of this; 20% were drawn from WES; 11% of the trainees from CES; and 69% drawn from EES.



Beneficiaries Trained on Agribusiness Management Skills to date-May 2013



So far 459 individuals have been provided with agribusiness management skills; of this 395 are officers of farmer groups; 45 extension workers and 19 are technical staffs of States' governments from MAFCRD. The trainees are expected to roll down the curricula to payam and boma levels to reach all farmers benefiting directly and indirectly from the project.

The overarching objective of this capacity building intervention is to demonstrate the economics of bringing farmers of low income levels together to have access to important farm inputs and services. The objective is also to penetrate marketing opportunities by bulking, storing and marketing of produce through a cooperative model for improved and sustainable commercial-oriented farming that guarantee sales and/or dividends to members as an important incentive to increasing production.

5.3.2. Technical Support to Institutional Development of Cooperatives

As part of the business capacity development process of the beneficiary groups, voluntary farmer groups have been brought together to form farmer primary Cooperative societies with well-defined leadership, and governance structures in place and a share capital fund contribution to finance the production and marketing activities of the Cooperative. So far, 7 primary farmer coops have been formed in Yei, Morobo & Magwi; and 3 Coop Unions formed in Maridi, Yei & Morobo. In the other locations of Magwi, Mundri, and KajoKeji where similar trainings have been undertaken, coop formation is in process and those other coops that are already formed but lack some key elements of a cooperative are undergoing restructuring.

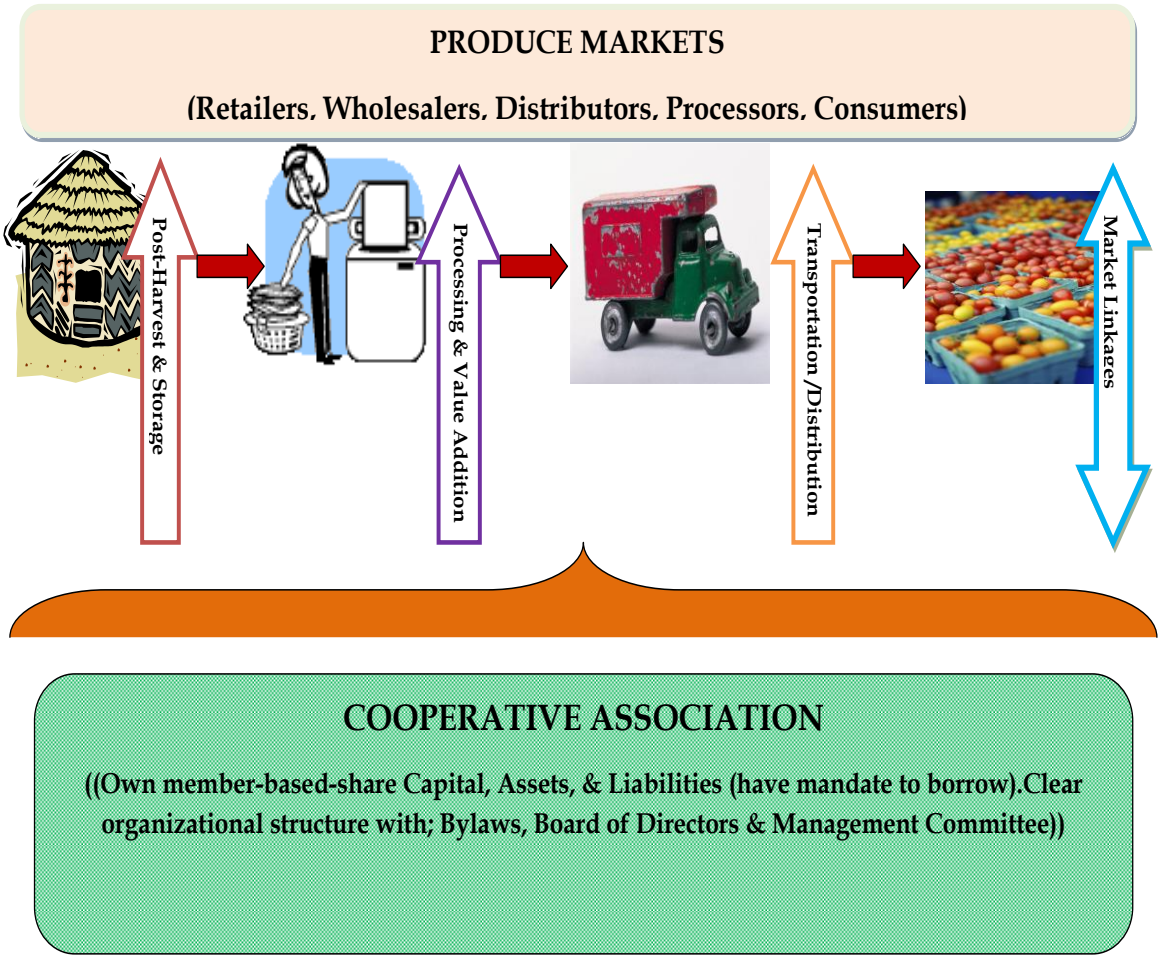
It is expected that at least 27 super farmer primary Coop Societies and 9 farmer coop unions will be developed in all areas of The FARM Project intervention by end of 2013. This involves

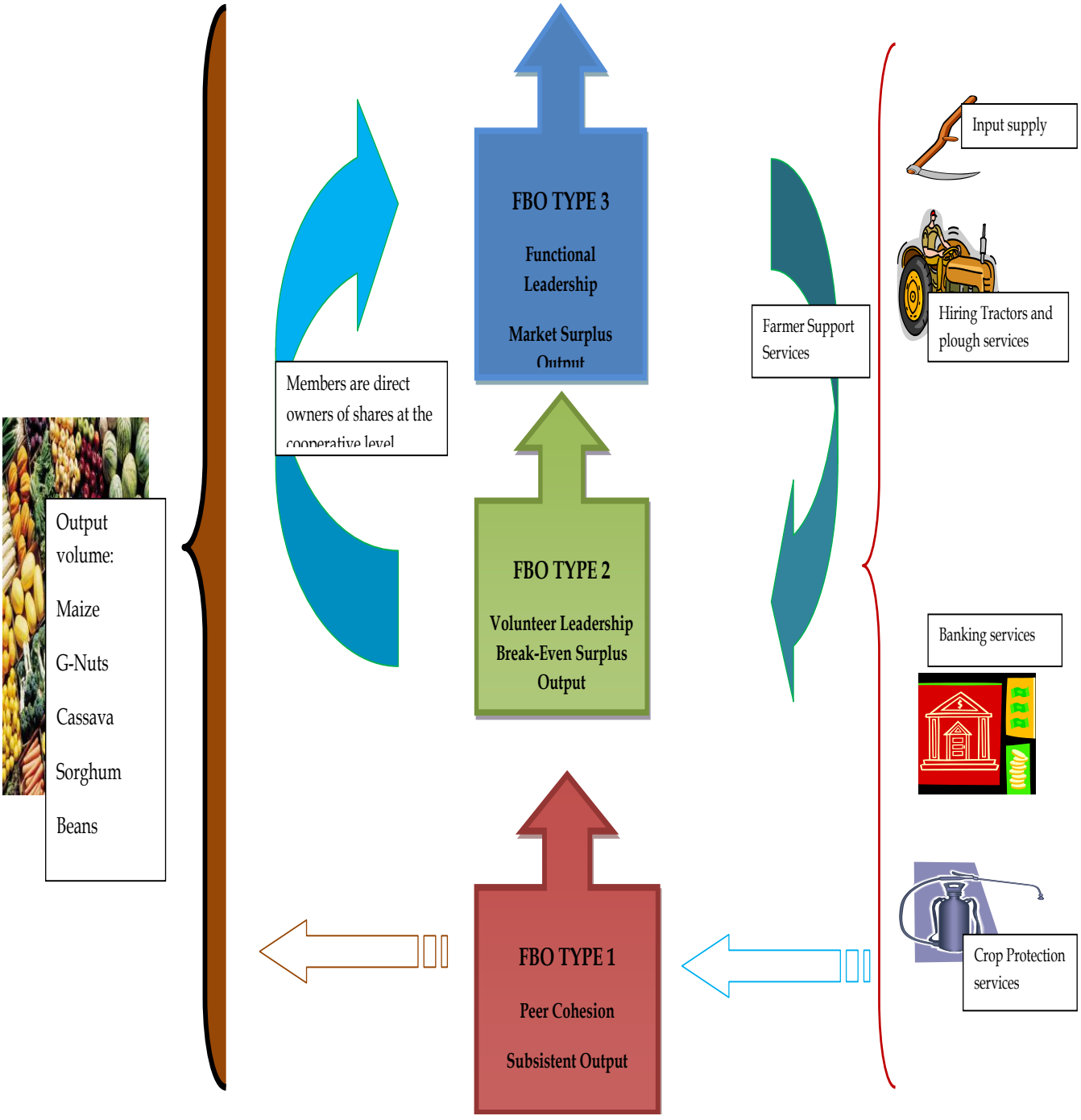
upgrading unregistered farmer groups into functional farmer coop societies and restructuring old farmer coops to incorporate the key elements of a functional Coop that include;

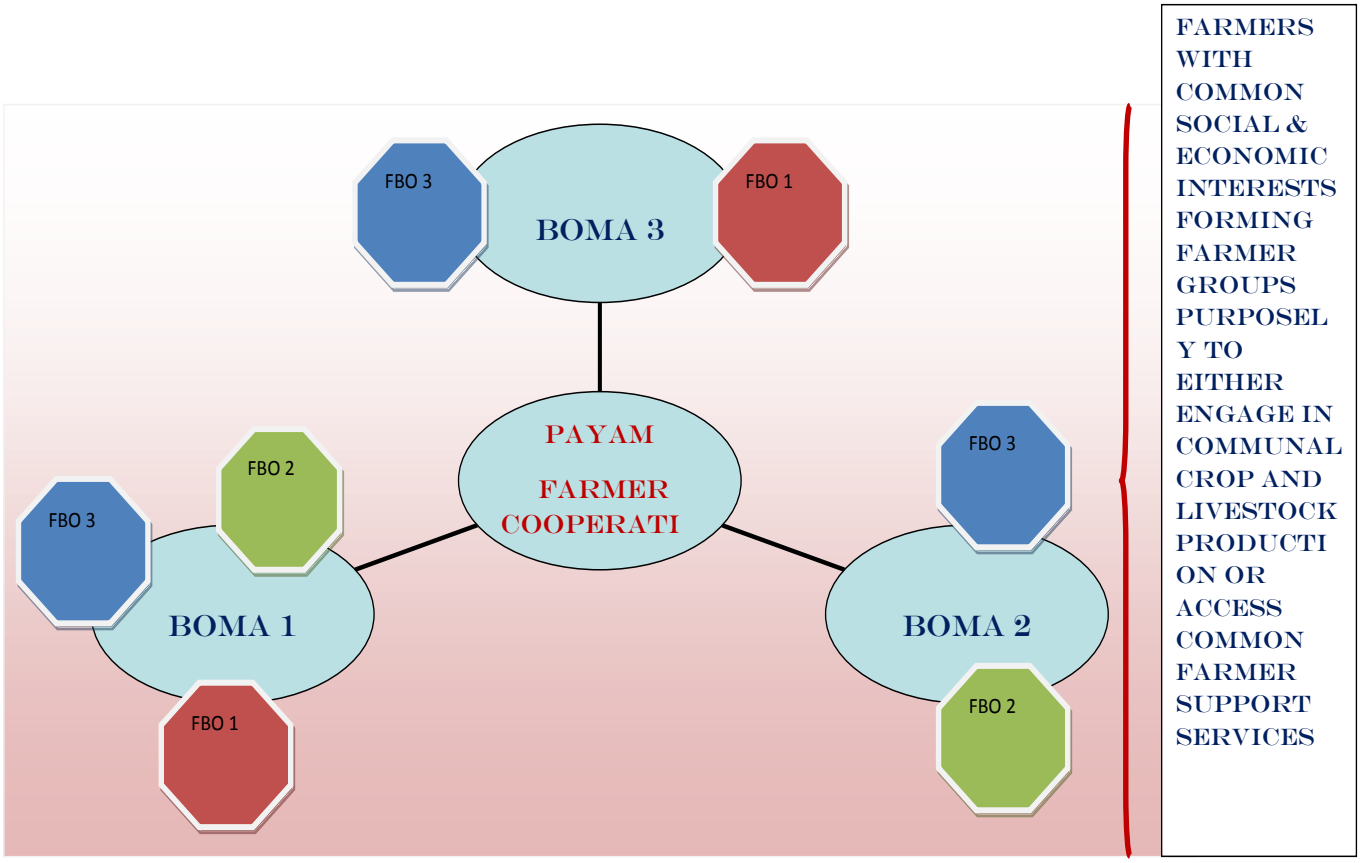
- Registered with clear vision and mission;
- Possess functional board and technical committees;
- Owns share capital;
- Owns assets and have mandate to borrow;
- Operates bank accounts; and
- Engage members in active production and support marketing of members' produce.

A chart illustrating this envisioned cooperative development process is demonstrated below:

MARKETING COOPERATIVE LINKAGE FLOW CHART




FBO TYPE 3
Functional Leadership
Market Surplus Output
FBO TYPE 2
Volunteer Leadership
Break-Even Surplus Output
FBO TYPE 1
Peer Cohesion
Subsistent Output
Members are direct owners of shares at the cooperative level
Farmer Support Services
Input supply
Hiring Tractors and plough services
Banking services
Crop Protection services
Output volume:
Maize
G-Nuts
Cassava
Sorghum
Beans



5.4. Improve Producer Organization Business and Management Skills

The FARM Project continues its work to improve producer organizations' capacity through a staged process of needs assessment, assistance with formal registration, capacity strengthening and business planning programming, and a competitive grants program that will allow FBO's make targeted investments that will help increase their viability and competitiveness as businesses. New FBO selection was based on their ability to have a level of organizational skills that are necessary to be able to be considered market ready. For maximum impact, The FARM Project works with cooperatives, groups, and associations collectively referred to as Farmer-based Organizations (FBOs). In order for the project to effectively work with these groups, it will further assess and invest in developing the capacity of these groups from both institutional/organizational and technical fronts.

The FARM Project provided institutional capacity building assistance to these FBOs in close collaboration with the County Agricultural Department and the State Cooperatives Department during the past year. Through its assessment finding, The FARM Project is advising FBOs on the following:

1. Registration;
2. Group Formation and Development;

3. Developing capabilities and procedures for internal management;
4. Developing group constitutions/bylaws;
5. Preparing of business plans;
6. Opening of bank accounts; and
7. Holding of elections.

5.5. Facilitation of FBO Establishment

As of September 2012, the number of FBOs has increased to 310 with a total membership of 6,695 beneficiaries of whom 2,331 (34.81%) are women. Since September the project has identified an additional 4,135 farmers in 187 FBOs, giving an average number of farmers per new FBO of 22.1).

Table 19: Distribution of Project's FBO network through March 31st 2013

State	County	Existing FBOs	New FBOs	Existing Farmers	New Farmers	Total Male Farmers	Total Female Farmers
EES	Magwi	48	9	1,120	222	660	682
EES	Ikwoto	25	18	489	475	539	425
EES	Torit	30	36	752	881	1,239	394
EES	**EES TOTAL**	**103**	**63**	**2,361**	**1,578**	**975**	**603**
CES	Yei	38	16	807	325	852	280
CES	Morobo	30	19	569	567	818	315
CES	Kajokeji	34	19	961	308	623	646
CES	**CES TOTAL**	**102**	**54**	**2,337**	**1,200**	**709**	**491**
WES	Yambio	34	29	757	609	913	453
WES	Mundri West	37	21	669	396	664	401
WES	Maridi	34	20	571	352	623	300
WES	**WES TOTAL**	**105**	**70**	**1,997**	**1,357**	**886**	**471**
FARM TOTALS		**310**	**187**	6,695	**4,135**	**2,570**	**1,565**
NEW TOTAL			**497**		**10,830**	**6,934**	**3,896**

5.6. Farmer to Farmer Field Tours

No field tours were conducted during the period though FARM did sponsor over 30 farmers to attend the Second Agriculture Trade Fair in Juba in November. FARM also supported farmers to participate in their respective State Agriculture Shows.

5.7. Improved Capacity of Public Sector for Development of Enabling Environment to Support Market-Led Agriculture

During the reporting period, many of the project's activities to support improvements to public sector service provision will be continued from year two. Co-location between project field staff and MAFCRD has continued, allowing for joint engagement and learning.

As part of the yield assessments, The FARM Project worked closely with government officials from the County Agricultural Department (CAD) and extension workers. To build their capacity to carry out yield and other similar assessments, project staff trained the extension workers and government officials in data collection and other statistical techniques. This includes sampling methods, taking weight measures, moisture measures and other techniques. Being an active member of the yield assessment team allowed the government staff to become acquainted with various statistical concepts as well as the procedures of the assessment. The trainees also learned how to use a moisture meter and a GPS tracking device and noted that this hands-on approach was very effective in helping build capacity.

6. CROSS-CUTTING ACTIVITIES

6.1. Policy, Legislation and Regulatory Framework

The FARM Project focuses on improved agricultural productivity, food security, enhanced rural markets, and capacity development. For all these components to effectively be accomplished there is a need to develop a conducive environment through a sound and effective policy framework.

During this reporting period, the MAF liaison officer has been working with the Ministry staff to finalize the policy framework and secure seven policies through the council of Ministers. It had been hoped to schedule the stakeholder meeting for four policies before the end of the reporting period but continual changes in content of the policy has delayed the completion of drafts for review by the identified stakeholders. The status of all the policies is outlined in the table below. It is proposed to complete all the project policy work during the remainder of FY13.

Table 20: Status Report of Various Policy Documents as of March 31, 2013

Serial No	Policy Document	Accomplishments	Comments
1	Agriculture Sector Policy Framework(ASPF)	• Policy reviewed/edited and finalized • Summary of the ASPF generated • Cabinet Memo Developed • Economic Cluster of the Cabined reviewed and approved • Council of Ministers Approved the ASPF • Forwarded to National Assembly	• The Policy was passed by parliament on 12.12.12. • Printing of policy to be made • Dissemination of the policy will also be done.
2	Forestry Policy	• Policy developed and reviewed by the USAID technical team • Document presented to the ministry for further directions • Policy and presented to economic Cluster and Full Council of Ministers	• Approved by Full Council of Ministers on Friday 8th Feb, 2013, with some amendments. • Awaiting Presentation to the National Assembly
3	Agriculture Mechanization Policy	• Policy reviewed/edited • Cabinet Memo Developed • Passed to Economic Cluster of the Council of Ministers	• Approved by Full Council of Ministers on Friday 8th Feb, 2013 • Awaiting Presentation to the National Assembly
4	Plant protection Policy	• Policy reviewed/edited and finalized • Cabinet Memo Developed • Economic Cluster of the Cabined reviewed and passed to the Full Council of Ministers	• Approved by Full Council of Ministers on Friday 15th Feb, 2013 • Awaiting Presentation to the National Assembly
5	Horticultural policy	• Policy reviewed/edited • Cabinet Memo Developed • presented to the economic cluster of the Council of ministers	• Approved by Full Council of Ministers on Friday 15th March, 2013 Awaiting Presentation to the National Assembly
6	Soil health and	• Policy reviewed/edited	• Approved by Full Council of

	Conservation Policy(Fertilizer Policy)	• Cabinet Memo Developed Presented to the economic cluster of the Council of ministers	Ministers on Friday 15th March, 2013 • Awaiting Presentation to the National Assembly
7	Training and Capacity Building Policy	• Policy reviewed/edited • Cabinet Memo Developed • Passed to Economic Cluster of the Council of Ministers	• The policy passed by the economic cluster with amendments • Awaiting amendment to be done by MAFCRD and re-submission to the Council of Ministers
9	Rural Development Policy	• Policy reviewed/edited • Cabinet Memo Developed • Forwarded to Economic Cluster • Economic Cluster has referred it back to the Ministry for amendments	• Policy being reviewed by a team from the Directorates of Rural Development and that of planning • Awaiting comments from Under Secretary
10	Research Policy	• Policy developed • Document presented to Directorate for further review	• Awaiting response from Directorate
11	Seed Policy	• Policy developed • Document presented to Directorate for further review	• Awaiting response from Directorate
12	Rural Finance Policy	• Drafts presented by external consultant • Ministry has requested for support to hold a validation workshop by stakeholders	• Will hold a stakeholders consultative forum in July 2013
13	Agricultural Marketing Policy	• Drafts presented by external consultant • Ministry has requested for support to hold a validation workshop by stakeholders	• Will hold a stakeholders consultative forum in July 2013
14	Food Security Policy	• Drafts presented by external consultant • Ministry has requested for support to hold a validation workshop by stakeholders	• Will hold a stakeholders consultative forum in July 2013

6.2. Synergies with donors and RSS partners

The development community in South Sudan is relatively large. There are many donors and implementing partners involved in livelihoods activities, which means there are both a number of actors to coordinate with and a great number of opportunities for collaboration. In order to minimize the possibility of duplication and to ensure greater impact, The FARM Project has actively engaged partner organizations and forged strategic partnerships in the past reporting period.

6.2.1. AGRA and IFDC

The project has worked closely with AGRA to try and develop a cadre of contract seed growers for the seed companies that AGRA has been supporting. By the end of the reporting period the contract growers had been identified and seed had been issued to them. However there is still the need to finalize the contracts and to stipulate the purchase price that the seed company will pay at the completion of the growing season, subject to a satisfactory performance from the farmer.

6.2.2. Other NGOs

In February, the FARM Project hosted a high level delegation of US Government personnel who came to visit the Balla Cooperative in Lasu Payam, Yei County. The program was organized by CARE International under their Learning Tour program and we worked closely with them to demonstrate the work The FARM Project is doing. Invited to the presentation was the A/Commissioner for Agriculture in Yei County, Mr. Edmond Gogo who thanked the US representatives for funding The FARM Project, which he described as the best project in the county. Aaron Ware of Century Seeds Company, who attended the presentation sent the following after the event. "Congratulations, the presentation was short but precise. The positive nods from the visitors showed their approval. Century Seeds will stand strongly with you (FARM)". Women from the Kimba Rice Growers Cooperative in Morobo made a presentation to the guests of cassava chip making.

6.2.3. Coordination

The FARM Project has been active in the development of the National Effort for Agricultural Transformation (NEAT) in partnership with USAID, a team of consultants from McKinsey and the National and State Ministries of Agriculture. Throughout the development of NEAT, the Chief of Party has been in discussions with McKinsey consultants regarding activities that could be implemented in the Greenbelt. The NEAT focus is largely centered on the same geographic areas as The FARM Project though with the addition of Lainya County in Central Equatoria and Mundri East, Ibba, Nzara and Ezo Counties in Western Equatoria State.

Through NEAT, the project is going to expand the formation of Cooperatives in Western Equatoria beyond those already discussed earlier in this report. The project is also going to support the expansion of block farms in Magwi County of Eastern Equatoria and will assist entrepreneurs in Central Equatoria. The project is also hiring two senior members of the NEAT management team, the Senior Technical Advisor and the Monitoring and Evaluation Specialist. Advertisements for these positions will be placed early in the next reporting period.

The protocol for the project monitoring by the Ministry has been changed with a Director of Special Projects being hired by MAFCRD to oversee projects where MAFCRD is a counterpart. One planning meeting was held during the period followed by a short presentation to senior management of the Ministry. There has been no further follow up.

The project was invited to a meeting of the Central Equatoria State Ministry of Agriculture in December 2012 where the FARM Project provided a summary of activities that had been undertaken in the state during 2012.

6.2.4. Other donors and UN agencies

The COP has been invited to participate in the donor meetings held at the World Bank from time to time. The project has also worked closely with the development of the Comprehensive Agriculture Master Plan (CAMP) being developed with financial support from the Japanese International Cooperation Agency (JICA). FARM has also been in discussions with GIZ (German International Development) to discuss collaboration particularly in Morobo County

where both FARM and GIZ implement programs. In particular we are looking at more closely coordinating our value chain activities. The project has also held discussions with the South Sudan Agribusiness Development Project (SSADP) funded by the Government of the Netherlands. Discussions are ongoing with both WFP and FAO to try and coordinate grain and seed purchases within the project's operational areas. The COP was invited to attend the annual meeting of the Purchase for Progress (P4P) Project that is supported by the Howard Buffett Foundation and the Gates Foundation in addition to the traditional donors. It is hoped there will be more interaction with P4P in 2013 as the cooperatives start to aggregate surpluses.

6.3. Agricultural Behavioral Change (AgBC®)

The public service announcement messages for Eastern Equatoria have continued to be delayed due to the State Ministry of Agriculture wanting to air the messages themselves through government radio but at a fee that was higher than the private radio station that operated in only part of the state. By the end of the reporting period, the tapes for broadcasting were still with the State Ministry but an agreement how to move forward was agreed. There continues to be a need to measure the effectiveness of this messaging which will be monitored during the cropping season.

The project is also aware that many communities do not have access to radio broadcasts. The project therefore is looking how to develop video messaging that can be distributed through communities with a projector.

6.4. Grants

The Grant component with a budget of USD 5 million continues to serve a very important role in support of The FARM Project's three technical components. The FARM Project developed a grant infrastructure in the first two years of the project during which grants supported the Phase 1 and 2 seed distributions for the first and second agricultural growing seasons of 2011 and 2012 by issuing in-kind grants to FBOs. It continued this support through the issuance of in-kind grants during the Phase 5 and 6 seed distribution for the two agricultural growing seasons of 2013. The FARM Project continues to develop grants opportunities where other types of agricultural inputs are provided to FBOs within the agriculture sector. This has included plowing and land reclamation grants.

The FARM Project also continues to work with newly selected FBOs to assist them to register so they meet eligibility requirements for grant consideration. The local organizations not fully registered by the time of grant execution are required to be certified by local government offices as a legitimate FBO eligible to receive grant resources from The FARM Project. They are also were required to commit to pursuing registration with the Government.

6.4.1. Phase 5 and 6 Seed Grant Reviews

There are various milestones that are specified in the in-kind grant letters and those have to be achieved during the time of implementing a particular grant. For seed grants, the milestones are as follows:

1. Land preparation;

2. Seed distribution and planting;
3. Yield monitoring and assessment (from planting to the measurement of the yield itself); and
4. Cost-share contribution.

6.4.2. Phase 5 Grants

The FARM Project issued grants to FBOs for an in-kind seed supply of maize, groundnuts, imported cassava stem and limited beans and sorghum. Both Milestones 1 and 2 are being implemented during the reporting period. Yield measurements are now becoming available for Milestone 3. As part of yield measurements, yield assessment forms are being sent to the FBOs to fill out with the help of The FARM Project staff. Arrangements are also currently being made to verify Milestone 4 cost share contributions. In order to do this farmer contribution lists are sent to the FBO management who works with The FARM Project staff to collect the 30 percent contributions outlined in the grant agreement.

6.4.3. Phase 6 Grants

The FARM Project issued grants to FBOs for an in-kind supply of local cassava TME 14 stem as well as additional maize and groundnut grants.

6.4.4. Plowing Grant Review

In Year 3, 70 In-Kind Grants for plowing are being executed during this reporting period. The FBOs receiving plowing grants receive between 5 and 14 feddans for plowing support. The FBO engaged the services of local tractors to plow land under these grants. The size of the grants ranged in value from the equivalent of USD 522 to USD 2,046. All grant recipients were required to provide in-kind equivalent matches from USD 104 to USD 409. The 70 grants issued will provide financing to plow 549 feddans of land in the three Equatoria states.

6.4.5. Goat Breeding Improvement Grant Review

The FARM Project is closing out the three in-kind grants for the goat-breeding program in Western Equatoria. The grants provided between 168 and 282 goats to three FBOs in Western Equatoria ranging in value from $ 18,920 to $ 29,735 per grant. A total of 624 goats were purchased through a competitive process from a vendor in Juba. A final evaluation of the three grants is done in March 2013 with interim reports from FARM staff indicating very mixed results for the grants.

6.4.6. Walk-Behind Tractors Grant Review

The eleven In-Kind Grants for walk behind tractors for a total value of $64,402 were monitored during this reporting period. The selected FBOs received a grant in the value of $5,855 for a walk-behind tractor and accessory equipment valued at $5,610 with a cash payment of $245 for initial supply of grease, oil, and fuel for the startup use of the tractor. The walk behind tractors' accessory equipment included: double blade plow, double blade disk, a harrow unit and a small wagon. The WBT use has been varied and WBT training is being planned now to assist further the FBOs in the practical use of the WBTs. At this time, the 11 grants will receive continued evaluation during the 2013 planting season. If evaluation results are positive, more mechanized grants will be considered for the next agricultural season.

6.4.7. Post-Harvest Storage Grant Review

Twenty four In-Kind Grants for post-harvest storage for a total value of $46,872 were in place for this reporting period. The selected FBOs received post-harvest grants for storage equipment that was valued at $1,953. The equipment included: Improved traditional grain storage unit, a GrainPro Safe II unit, a GrainPro Drying unit, and a metal storage silo. At this time, the 24 grants are being evaluated as the selected FBOs are using the units for yields from the first and second harvest of this year's agriculture season. With positive evaluation results, more post-harvest grants will be considered for the next agricultural season.

6.5. Geographic Information System (GIS)

The FARM Program is making use of Geographic Information System (GIS) technology as an aid for pre-programmatic assessment, decision-making, monitoring, evaluation, and reporting. To accomplish these tasks, The FARM Project started developing a database of its programmatic activities using GPS measurements. Furthermore, shape files for the area of South Sudan have been acquired in order to start mapping project activities. The FARM Project will continue with these activities and start mapping its FBOs.

During this reporting period there has been an expansion of GIS data collection through the Smart phone technology reported earlier. This has allowed the project to locate farms and farmers, which is crucial for the link between farmers and markets. This work is ongoing and will be reported in the annual report. Not only has there been an expansion of the data being collected but also the number of people who have been trained to read GIS implements and to record this data. This has included extension staff as well as MAFCRD staff who participated in the yield assessments.

6.6. Monitoring and Evaluation

Monitoring and evaluation enables us to assess the quality and impact of work against what was planned. It also helps in reviewing progress, identifying problems in planning and implementation and making adjustments in order to see that difference.

A major activity undertaken during the reporting period was the second and third yield assessments in November 2011 and August 2012 on the maize variety Longe 5 that had been distributed as part of the grants program among The FARM Project beneficiaries. The assessment was primarily undertaken by the project's field staff who had been previously trained.

The project also started assessment of cassava yields but the protocol for this is still being tested to find its suitability for implementation by Payam and County Extension staff.

During the reporting period, monitoring of the on-farm demonstration trials was implemented though the proposed coverage was not reached due to the late hiring of the FARM Payam Extension workers. As a result, the project hired six interns from the Catholic University at Wau who worked with the state-based staff to visit farmers who had received the OFDT and monitor their perception of hybrid seed and fertilizer.

In May 2012, the project distributed eleven two-wheel tractors to eleven FBOs that had received a week of training earlier in the year. In August the project staff visited the eleven recipients to

monitor progress on the use of the two-wheel tractor. While some groups found the machine to be useful for small areas, the overall consensus was that by the time the machines arrived in the field there was already too much grass for the tractor to plow in. The assessment of these machines will continue in 2013.

Below are the achievements of the PMP targets. There are several significant deviations from the target to the actual. These are outlined below:

1. Number of hectares: There is a significant underachievement from the 8,694 planned. This is explained two ways. The first is the significant reduction in the use of sorghum. Sorghum is planted at a rate of 2kg/feddan and whereas in 2011 we had planned to distribute 60tons (sufficient to plant over 12,000 hectares), in 2012 the amount was reduced to 8MT sufficient for only 1,679 hectares. All other crops have much higher planting rates and hence require more seed to get the hectare coverage. Secondly, we found that farmers had not adopted single seed per hole planting strategies and hence the area covered by the seed was less than planned.

2. The number of women farmers participating in the program is 34% of the total farmers compared with our planned 15%. As such we have more than doubled our target of women farmers.

3. The delay in establishing market information systems meant that it was not possible to measure the number of farmers who accessed information data. However, because of the leading role The FARM Project is playing in providing technical support and assistance to MAFCRD in areas such as seed introduction, agronomic training, farmer behavioral change, community-based organization development, land reclamation for cultivation, trade and market development, it became imperative The FARM Project also provides leadership in information management through collecting, storing, analyzing, and reporting on data created by the project. The position of Information officer has been filled and the information base of the project is being restructured. This information will not only inform the project in its own decision making processes, but this key project function will also provide strategic information to USAID, MAFCRD, and other interested groups to support key agriculture decisions for the country.

4. The delay in the establishment of the Development Credit Authority (DCA) credit guarantee meant that project farmers were not able to access credit through project initiatives.

5. The number of training courses to address trade and investment was significantly less than planned and the number of people reached was about 11% of the total. This reflects a much more ambitious plan to develop the market sector in 2012 than was possible. The target for 2013 is much lower and more realistic.

6. The project could not attribute the number of MSMEs undergoing capacity assessments given the large number of trainings being done by IFDC.

The project targets for October 2012 to September 2013 are included in the following table:

Table 21: Monitoring of Actual Results Versus Established Performance Indicator Targets

Performance Indicators: Component 1	Unit of Measurement, Disaggregation	Data Source	Base Line 2010	October 2011-Sept 2012 Target	October 2011 to Sept 2012 Actual	October 2012 to Sept 2013 Target
1.1 Increase adoption of improved technologies: Production						
Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance	Number	Farmer, processor, trader surveys	3,501	6,900	6,695	11,132
Hectares under improved technologies or management practices as a result of USG assistance	Hectares,	Farmer surveys	4,556	8,694	5,838	7,589
Number of individuals (total) that have received USG-supported short-term agricultural sector productivity training	Number, Gender	Project record keeping	849	3,960	3,171	3,963
Number of individuals (women) that have received USG-supported short-term agricultural sector productivity training	Gender	Project record keeping		792	886	1,107
1.3 Improve producer organization business and management skills						
Number of producers' organizations, water users associations, trade and business associations, and community-based organizations receiving USG assistance	Number and type of organization	Project record keeping	132	300	4	484
Number of women farmers, organizations/associations assisted as a result of USG-supported interventions	Number, Gender	Project record keeping	0	1,035	2,342	3,784

Number of agriculture-related firms accessing critical agricultural services (such as credit, veterinary, agricultural inputs, machinery and business development) as a result of USG interventions/assistance	Number	Farmer, processor, trader surveys	0	20		
Value of agriculture-related firms accessing critical agricultural services (such as credit, veterinary, agricultural inputs, machinery and business development) as a result of USG interventions/assistance	Number	Project data	0	$50,000	$253,556	
Volume of purchases from smallholders of agricultural commodities targeted by USG assistance	Crops/ animal products	Project data from surveys	0	5%	516,541kg	404,428kg
Value of purchases from smallholders of agricultural commodities targeted by USG assistance	Crops / animal products	Farmer surveys	0	5%	$346,059	$174,091
2.3 Increase private sector services (including MSMEs) that support marketing and finance						
Value of private sector services provided that support marketing and finance	Number /Type of organization	Service provider survey	0	$50,000		
2.4 Improve the legal, regulatory, and policy environment to facilitate marketing and trade						
Number of policies/regulations/administrative procedures drafted, analyzed, approved, and implemented as a result of USG assistance.	Number	Policy specialist	0	5	3 Finalized and Approved, 5 drafted not yet approved by Government	
3.1 Improve business, management and service provision skills of private sector including MSMEs						
Number of USG-supported training events held that are related to improving the trade and investment environment, and public sector capacity to provide quality services	Number	Project record keeping		75	13[1]	15

Number of individuals who have received short-term agricultural enabling environment training	Number	Project record keeping		1,500	300[2]	375
Number of MSMEs undergoing organization capacity/competency assessment and capacity strengthening as a result of USG assistance[1]	Number	Project record keeping		20	1[3]	3
3.2 Improve capacity of public sector for development of enabling environment to support market-led agriculture						
Number of public sector agents sufficiently trained to be qualified to support market-led agriculture as a result of USG assistance	Number			165	179	200

Note[1] = the training events held that are related to improving the trade and investment environment, and public sector capacity to provide quality services has numbers for Central Equatoria
Note = this short-term training were on sustainable business relations, information sharing and transparency in the business environment.

Note[3] = The initial expectations of The Project were that there would be a group of businesses that would be brought into The Project as soon as possible to provide service support. The Project soon found out that there were really no MSMEs in South Sudan. In collaboration with other partners, The Project has worked with Century Seeds to build its capacity to develop a seed system for South Sudan and is identifying other potential service providers for future development.

6.7. Environmental Evaluations

As some of the interventions proposed by The FARM Project require careful examination of the potential environmental impact, the project has already completed and submitted some follow-up environmental review forms to supplement the Initial Environmental Review. These include an Environmental Review Form (ERF) and the related Environmental Review Report (ERR) for the agricultural seed distribution activity. One of the environmental threats from this distribution activity was that the high-quality, certified seed was treated with the pesticides Thiram and Imidacloprid to protect it during transport, storage, and after planting. These pesticides were included in a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP), initially focused on these types of seed treatments. A revised PERSUAP that covers a broad range of basic and low-risk agricultural chemicals, including herbicides, pesticides, fungicides, and storage protection chemicals, has been submitted to USAID.

A draft ERF/ERR for mechanized plowing and land preparation grants has been submitted to USAID for approval and covers land to be plowed during the first rainy season of 2011. The mitigation measures for this activity include plowing across the slope/on the contour and also planting crops across the slope/on the contour to help control soil and water erosion. It, too, will need to be updated if there are additional grants for plowing alone during the second rainy season.

The FARM Project also initiated an environmental assessment process to address the issue of land clearing, following a request from the MAF that the project intercede to help farmers clear land. The issue is complicated. South Sudan has an estimated 4 million displaced persons who are returning to their native villages and fields after an absence of anywhere from several years to more than 20 years.

Returning families are leaving locations where relief food is distributed and spreading out across the countryside, such that food distribution is much more difficult. They need to quickly produce crops to feed their families and produce income to provide food security. The new nation is receiving large quantities of relief food and importing most of the food for urban centers from neighboring countries. South Sudan needs a vibrant agricultural sector to feed its population and provide income to the approximately 80% of the population that lives in rural areas. Rapidly increasing agricultural production, required at both the household and national level, would be greatly facilitated by helping farmers clear fields now overgrown with trees and brush from an extended fallow. While clearing fields for agricultural production may have negative environmental implications, this must be weighed against the needs of farm families.

Slash and burn, extensive agriculture is the norm in South Sudan, and to maintain some long-term forest cover, the country needs to move towards more intensive and more permanent agricultural production systems. Agricultural intensification is also the basis for increasing farm productivity, and the foundation upon which efforts to improve farm income, returns and the competitiveness of the value chains for agricultural products are built. Labor is very constrained, both for heavy activities such as land clearing, but also for timely operations on multiple crops, growing at the same time.

Therefore, in addition to the plowing grant ERF/ERR, an ERF/ERR has been drafted and submitted to USAID to cover reclamation of 900 feddans of fallow land during the life of the project to help local populations settle and produce food and income more quickly. In 2012 two pilot land reclamation activities covering 100 farmers and 200 feddans focused on developing a responsible approach to land reclamation, which results in sustainable and more intensive agricultural activities and good land stewardship practices were initiated.

7. CONCLUSION

The FARM Project has made notable progress in all three components in this reporting period. The initial push to develop the production and productivity improvements are now being followed up with increasing emphasis on the value chain improvements in marketing. The project sees a significant need to get price consolidation so that farmers can start to be more competitive with their peers in neighboring countries. The project also has to determine what is the growth potential of the four crops that they are currently focusing on and what further productivity improvements are possible. The small scale introduction of upland rice, finger millet and sesame will not only explore the productivity of these crops but also ascertain farmer preferences.

The project has made progress to scale up capacity building at the county level where most of The FARM Project farmers can be reached. Increasing knowledge of both production and markets is crucial if the next step of re-establishing cooperatives is to be attained.

Moving forward, it will be important to assess the impact the technical activities have made on the agricultural sector in South Sudan. Labor continues to be the major constraint to growth of the area under cultivation and there continues to be a need to expand labor saving technologies that can be used to ease this burden. In the next reporting period the project will distribute post harvest technologies through the cooperatives identified by the project. There continues to be a need to expand use of animal traction in areas where animals exist.

The successful implementation of technical activities during this reporting period has strengthened relations with project beneficiaries and the MAFCRD at a national and a state level. The project will again hold joint planning meetings in August and September 2013 with the three state ministries. The participation in the NEAT activities will further strengthen partnership with MAFCRD. The South Sudan professionals continue to provide an increased sense of national ownership of the project. There is still a long way to go and advocacy for improved infrastructure, which is beyond the scope of the project, is imperative if markets are to develop. However The FARM Project has done many exciting things and hopefully the benefits of this work are appreciated by our most important clients, the farmers of the 27 payams where we work to improve their wellbeing.

APPENDIX A

Staffing at March 31st 2013

FOOD, AGRIBUSINESS & RURAL MARKETS (THE FARM PROJECT) STAFF EMPLOYMENT MATRIX				
	TITLE	**NAME OF STAFF**	**ORGANIZATION**	**STATUS**
	JUBA STAFF (30 Staff)			
1	Chief of Party	Hughes, David	Abt/Expat	
2	Deputy Chief of Party for Grants & Operations	Gould, Jeffrey	Abt/Expat	
3	Agriculture Production Specialist	Mwale, Costa	ACDI/VOCA/Expat	
4	Senior Information Officer	Cesar Guvele	Abt/Expat	Hired in February 2013
5	Finance/Business Devt. Coordinator	Stephen Louro Taban	ACDI/VOCA/CCN	
6	Communication Specialist	Maya Logo	Abt/CCN	
	Value Chain/Private Sector Expert	Vacant	ACDI/VOCA/Expat	
7	Special Advisor	Otika, Lawrence	Abt/CCN	
8	Senior Finance Manager	Bahati Lasu	Abt/CCN	
9	Technical Program Coordinator	Amule, Timothy	Abt/CCN	
10	M&E/Gender Specialist	Awate, Elizabeth	Abt/CCN	
11	M&E Specialist	Silvestro Ojja	Abt/CCN	
12	Grants Specialist	Margaret Jada	Abt/CCN	Hired December 2012
13	Operations Manager	Lomuja, Alex	Abt/CCN	
14	IT Specialist	Onyango, Moses	Abt/CCN	
15	IT Specialist	Navara, Ovio	Abt/CCN	
16	Procurement Specialist	Mawut, Jacob	Abt/CCN	

FOOD, AGRIBUSINESS & RURAL MARKETS (THE FARM PROJECT) STAFF EMPLOYMENT MATRIX				
	TITLE	**NAME OF STAFF**	**ORGANIZATION**	**STATUS**
17	Accountant	Kitara, Phillip Lam	Abt/CCN	
18	Admin Asst/Receptionist I	Lukudu, Ropani	Abt/CCN	
19	Admin Asst/Receptionist II	Vivien Kojoko	Abt/CCN	Hired November 2012
20	Community Outreach Expert	Tombe, Redento	AAH-I/CCN	
21	Junior Accountant	Cesar Temale	AAH-I/CCN	
22	Marketing Coordinator/Juba	Titia, Esther	ACDI/VOCA/CCN	
23	Junior Accountant	Juan, Mary	ACDI/VOCA/CCN	
24	Logistics & Procurement Officer	Stephen Lasuba	RSM/CCN	Hired February 2013; Ayume, Justin resigned in December 2012
25	Senior Driver	Justas Seroba	RSM/CCN	Hired October 2012
26	Driver	Salah Ladu	RSM/CCN	Transferred from Torit in March 2013
27	Driver	Peter Kaii	RSM/CCN	
28	Driver	Aloro,James	RSM/CCN	
29	Driver	Joseph Seko	RSM/CCN	Transferred from Yambio in March 2013
	CENTRAL EQUATORIA STAFF (18 Staff)			
30	Capacity Building Coordinator	Jackson Simo	Abt/CCN	Transferred from Yambio March 2013
31	F&A Office Manager	Gwolo Daniel Eluzai	Abt/CCN	
32	Grants/Procurement Officer	Justo, Adelmo Lumana	Abt/CCN	
33	Ag. Production Coordinator	Wani, Simon Pitia	ACDI/VOCA/CCN	
34	Senior Extension Officer	Bullen, Augustine	AAH-I/CCN	
35	Extension Officer	Batali, Isaac Sadarak	AAH-I/CCN	
36	Extension Officer	Kidden, Esther Dima	AAH-I/CCN	
37	Extension Officer	Murye, Alex Anthony	AAH-I/CCN	
38	Driver	Boboya Michael	RSM/CCN	Transferred from Torit in March 2013
39	Driver	Michael Kiir	RSM/CCN	Hired in October 2012 in Juba. Transferred to Yei in March

FOOD, AGRIBUSINESS & RURAL MARKETS (THE FARM PROJECT) STAFF EMPLOYMENT MATRIX				
	TITLE	**NAME OF STAFF**	**ORGANIZATION**	**STATUS**
				2013
40	Payam Extension Worker Otogo	Aliki Ramadan	AAH-I/CCN	
41	Payam Extension Worker Mugwo	Christopher Lumori	AAH-I/CCN	
42	Payam Extension Worker Lasu	Duku George	AAH-I/CCN	
43	Payam Extension Worker Kangapo 1	Jame Emmanuel	AAH-I/CCN	
44	Payam Extension Worker Kangapo 2	DukuJakson	AAH-I/CCN	
45	Payam Extension Worker Lire	Sanya Moses	AAH-I/CCN	
46	Payam Extension Worker Wudabi	Faustino Amule	AAH-I/CCN	
47	Payam Extension Worker Kimba	Joseph Mawa Baba	AAH-I/CCN	
48	Payam Extension Worker Gulumbi	Biaga Robert	AAH-I/CCN	
	WESTERN EQUATORIA STAFF (18)			
	F&A Office Manager	Vacant	Abt/CCN	
	Capacity Building Coordinator	Vacant	Abt/CCN	
	Grants/Procurement Officer	Vacant	Abt/CCN	Eli Bidal Alex resigned March 2013
49	Senior Extension Officer	Ronyo Emmanuel	AAH-I/CCN	Transferred from Torit March 2013
50	Extension Officer	Aziti, Wilson Mambere	AAH-I/CCN	
51	Extension Officer	Bullen, Benty	AAH-I/CCN	
52	Extension Officer	Mamur, David Yotama	AAH-I/CCN	
53	Ag. Production Coordinator	Henry Muganga Kenyi	ACDI/VOCA/CCN	
54	Driver	Peter Malish Joseph	RSM/CCN	Transferred from Yei in March 2013
55	Driver	Joseph Lukuda	RSM/CCN	Hired October 2012; Transferred from Juba March 2013
56	Payam Extension Worker Mundri	Nicholas Wine	AAH-I/CCN	
57	Payam Extension Worker Bangalo	Herbert Tunis	AAH-I/CCN	
58	Payam Extension Worker Kotobi	Niymaya Christopher	AAH-I/CCN	
59	Payam Extension Worker Maridi	Charles Mustafa	AAH-I/CCN	
60	Payam Extension Worker Mambe	Charles Nyoso	AAH-I/CCN	
61	Payam Extension Worker Landili	Charles Mustapha	AAH-I/CCN	

FOOD, AGRIBUSINESS & RURAL MARKETS (THE FARM PROJECT) STAFF EMPLOYMENT MATRIX				
	TITLE	**NAME OF STAFF**	**ORGANIZATION**	**STATUS**
62	Payam Extension Worker Ri Rangu	Beyo Simon	AAH-I/CCN	
63	Payam Extension Worker Yambio	MiidiesSilvana	AAH-I/CCN	Hired January 2013
64	Payam Extension Worker Bangasu	Anthony Tunga	AAH-I/CCN	
	EASTERN EQUATRIA STAFF (15))			
65	Capacity Building Coordinator	Cham Puro Nygoni	Abt/CCN	
66	Grants/Procurement Officer	Vacant	Abt/CCN	Candidate identified; Joseph Ladu resigned November 2012
67	Senior Extension Officer	Eliaba Hababkuk	AAH-I/CCN	Transferred from Yambio in March 2013
68	Finance and Administration officer	Vacant	Abt/CCN	
69	Extensions Officer	Loboka Alex-Torit	AAH_I/CCN	
70	Extension Officer	Osenya Mark- Ikotost	AAH-I/CCN	
71	Extension Officer	Lawiri Gabriel-Magwit	AAH-I/CCN	
72	Ag. Production Coordinator	Kenyi, Alfred Tako	ACDI/VOCA/CCN	
73	Driver	Oliver Ramadan	RSM/CCN	Transferred from Yei in March 2013
74	Driver	Luke Lumorir	RSM/CCN	Transferred from Yambio in March 2013
75	Payam Extension Worker Ikotos Central	Lino Kwonga	AAH-I/CCN	Released November 2011; Rehired June 2012
	Payam Extension Worker Katire	Vacant	AAH-I/CCN	To be advertised
76	Payam Extension Worker Lomohedang North	Luka Amai	AAH-I/CCN	
77	Payam Extension Worker Magwi	German Edward	AAH-I/CCN	
78	Payam Extension Worker Pageri	Ambayo Charles	AAH-I/CCN	
79	Payam Extension Worker Pajok	Okot David	AAH-I/CCN	
80	Payam Extension Worker Imurok	Okot James	AAH-I/CCN	
81	Payam Extension Worker-Ifwoto	Joseph Obalu	AAH-I/CCN	
82	Payam Extension Worker- Iyire	Okotch Mark	AAH-I/CCN	

APPENDIX B – AGRICULTURAL FAIR REPORT

CONSULTANCY ON THE ORGANIZATION AND IMPLEMENTATION OF THE SECOND AGRICULTURAL TRADE FAIR AND CONFERENCE OF SOUTH SUDAN

Abt Associates

Food, Agribusiness and Rural Markets Project in South Sudan

"FARM"

Julian Velez, Ph.D.

South Sudan

September 04 - December 06, 2012

[Report to the FARM Project in South Sudan on a technical assistance activity to assist the Ministry of Agriculture, Forestry, Cooperatives and Rural Development and the Ministry of Animal Resources and Fisheries to organize and implement the Second Agricultural Trade Fair and Conference of South Sudan. The Consultant is grateful to the FARM project, especially Mr. David Hughes, Chief of Party, and to USAID/South Sudan, especially Ms. Erin Shutty for their encouragement, appreciation, support and guidance during the assignment]

I. INTRODUCTION

A. Activity Background

The Agricultural Trade Fair of South Sudan was created to provide agricultural awareness within South Sudan as agriculture has been designated by the Government of South Sudan (GOSS) to be the primary driver for the economic growth of the country. Thus, the Republic of South Sudan (RSS), through the Ministry of Agriculture, Forestry, Cooperatives and Rural Development (MAFCRD) and the Ministry of Animal Resources and Fisheries (MARF), decided to hold the second international agriculture trade fair of South Sudan at the end of November 2012, together with a conference to share and learn from agricultural development success stories in the East Africa Region.

In line with the GOSS's mandate to enhance agricultural development,the primary objectives of the fairwere:

- Promote agriculture awareness to the South Sudan population including attendance by farmers, service providers, private citizens, public sector officials, and school-age children.
- Create suitable agricultural linkages with national, regional and international traders and investors.
- Increase market information exchange in agriculture and other related sectors.
- Expose the agricultural potential and increase trade opportunities for South Sudan.
- Promote private sector development; and
- Promote the use of modern technologies.

The justification behind these objectives is that the fair introduces South Sudan's produce to regional and international markets, exposes farmers to modern methods of production and enables buyers and sellers to source farm inputs, services and financing in one location. In addition, the fair fosters the development of a network of traders and investors interested in doing business in the agricultural sector of South Sudan. It also promotes knowledge exchange and interaction among participants and general visitors.

The FARM Project assisted MAF with the organization and implementation (planning, marketing, and management) of its first national agricultural trade fairdue to the fact that MAF had very little experience in the organization and implementation of such events. A short-term consultant provided by the FARM Project conducted a training workshop in June 2011 on conceptualizing, planning and organizing an agricultural trade fair for members of MAF and various line Ministries of the Government of South Sudan (GOSS). Later, this same consultantalong with FARM Project staffhelped the Ministry to organize, manage, and implement the First International Agricultural Trade Fair from November 9ththrough 12th, 2011.

The results of this first trade fair included 70 local and 40 international exhibitors that displayed their goods and services during the fair. This first Fair had 2,500 visitors and 800 students attending. The FARM Project sponsored 213 farmers from its 3service areas to participate at the fair. A final report and planning manual was prepared by the FARM Project consultant upon the conclusion of the fair.

Products exhibited at the first Fair included:

- Staple Crops and Horticulture
- Livestock and Fisheries / Hides and Skins
- Agriculture Products
- Commercial Insects
- Forestry Products (Timber, Furniture, etc.)
- Non-Forestry Products (Shea Nuts, Gum Arabica, etc.)
- Agricultural Machinery
- Demonstrations of improved methods of production

Participants included:

- Farmers/FBOs/Pastoralists
- Produce and Commodity Traders
- Service Providers (Transport, Input Suppliers, Agro-Processing Technology Suppliers, etc.)
- Investors (Millers, Food Processors, Gum Arabica, Textile Industry, etc.)
- Regional/COMESA Farmers' Unions
- Wood Industry Technology
- Institutions (Research Organizations, Universities, etc.)
- International Donors and NGOs and Partner Institutions
- Agricultural Lending Financial Institutions

The 2011 experience proved that the success of the fair depends on public awareness and on the participation a good number of local and international exhibitors, as well as crucial involvement by farmers. It was also shown that the heart of the fair is made up of national and international participants that attend the fair to display goods and services to showcase new technologies and facilitate commercial interests, in order to further develop the agricultural sector of South Sudan, one of the fastest growing markets in East Africa. The spirit of the fair is provided by farmers coming, with their products, from the different states of South Sudan to showcase not only their ability to produce quality products, but also their rich cultural heritage through the pageantry of their music, their dances and their songs telling about their ancestral history. It is a magnificent demonstration of the spirit of the young nationof South Sudan.

Following up on the success of the first Agricultural Trade Fair, the Second Agricultural Trade Fair and Conference was planned from November 27th to 30th, 2012. These dates were selected based on the availability of participants and of products at harvest time and did not conflict with national holidays or any other trade show in the region. The selected location was the same as for the 2011 Fair, Nyakuron Cultural Center in Juba. The theme of the fair was "Food Security is the Other Side of Human Security". The 2012 Fair lasted until the 1st of December. The additional day was decreed by the Minister of Agriculture in view of the extensive time spent at the Governors' Conference that ran at the same time as the fair.

In order to gradually build the capacity of MAF and MARF to organize and implement the fair, the FARM project deployed a consultant for three months to work hand-in-hand with executives and officers from the two Ministries to make the Second Agricultural Trade Fair and Conference their own success.

B. Scope of Work for the Consultancy

1. Identify gaps in capacity of the fair implementation team, and lead recruitment of key team members.

2. Establish clear terms of reference for the fair Development Committee, the Operational Committee and the Technical Committee to ensure clarity in the line of supervision between tiers and delegation of authority needed to manage and implement the trade fair.

3. Lead marketing, promotional, and communications effort to generate participation and attendance of the fair both within and outside South Sudan.

4. Help MAF track spending relative to the budget that was approved for implementation of the fair.

5. Establish the modalities for tenders, contracts, procurement and payment for the various activities and services associated with the fair from these funding resources in order to streamline the operations of the fair Implementation Team.

6. Lead all activities related to design and implementation of the Trade Fair. This will include but is not limited to liaising extensively with MAF and the various trade fair committees described above, providing technical support to pre-Trade Fair meetings and workshops, working with vendors, working with the venue management, identifying exhibitors, advising the trade fair committees on all aspects of venue layout and design, liaising with advertisers and sponsors, leading the FARM long-term and short-term staff tasked with providing support to this event and all associated activities as needed.

7. Lead a follow-up workshop with MAF and the various trade fair committees immediately following the event to discuss successes, challenges and lessons learned for future trade fairs in South Sudan.

C. Deliverables by the Consultant

1. Implementation plan for the MAF to produce the fair and clear roles and responsibilities of the key management team responsible to implement the fair.

2. Successful marketing, promotion, and communications for of the trade fair with delivery of key promotional products as determined in the course of the assignment

3. Successful implementation of the fair.

4. Final report summarizing the South Sudan trade fair experience, including lessons learned, challenges and successes to be utilized by MAF in implementing future trade fairs.

II. THE ORGANIZATION AND MANAGEMENT STRUCTURE OF THE FAIR

A. The High Executive Steering Committee

A High Executive Steering Committee was formed several months (August) before the opening day of the fair to provide the leadership, the guidance and the management required for the organization and

implementation of the fair. This committee was made up only of MAF and MARF executives (Deputy Ministers and Undersecretaries). In September, the Committee was co-chaired by the Deputy Ministers of MAF and MARF. As time got closer to opening day (middle of October), the Ministers themselves began to co-chair the Committee.

Six operational sub-committees were created by the High Executive Steering Committee to carry out the ground work to organize and implement the fair. These sub-committees enlisted members from other line Ministries such as the Ministry of Commerce and the Ministry of Foreign Affairs as well as the Office of the President's Security and Protocol Units. A National Coordinator, in an advisory and administrative role, was also engaged by the Committee (Dr. Suzanna D. Deng) and was given the overall responsibility for fund raising

B. The Operational Sub-Committees

Executive Sub-Committee

In charge of maintaining and fostering relationships and direct linkages with the different line Ministries of the National Government, the State Governments, International Donors, International NGOs and other key government and private sector organizations. This sub-committee was also tasked with setting up policies and rules and regulations to facilitate the planning and implementation processes for the fair and provided back-stopping and technical and operational support to the other sub-committees. This sub-committee was headed Mr. Timothy Thwol Onak, Director General of Forestry and Chairman of the High Executive Steering Committee.

Technical and Operations Sub-Committee

In charge of securing the participation of local and foreign exhibitors for the fair, all the way through registration (on-line and by other means available) and payment of Fair fees; the setting up of demonstration plots and animal exhibits and all matters related to the readiness and functioning of the venue infrastructure and facilities, including the fairgrounds, and all services to exhibitors before, during and after the fair. This sub-committee was headed by Mr. Edward Laila Lomude which became the *defacto* Grounds Manager during the fair.

Protocol Sub-Committee

In charge of assisting international participants to obtain visitorvisas for South Sudan and the facilitation of the customs process for the introduction of exhibit goods into the Country such as logistical support to move the goods through customs and tax exemption letters. The Protocol sub-committee also was tasked with the organization of the opening and closing ceremonies and special events such as the innovation award and the management and maintenance of the VIP tent, as well as the welcome desk at the airport to greet foreign participants and farmers and Government officials from the different states of South Sudan. This sub-committee was headed by Dr. Lino Ananias from MAF which was later replaced by Ambassador Dominique Panther from the Ministry of Foreign Affairs.

Logistics, Procurement and Services Sub-Committee

In charge of securing the venue and making it ready to host the fair, including all required maintenance and repairs. This sub-committee was also tasked with transport(to and around Juba) and hotel accommodations for local and foreign participants; the procurement of tents, booths and other required furnishings; the cleaning and sanitation services (portable toilets, garbage pick-up and disposal, recycling, etc.) for the venue facilities and Fairgrounds during the event;assisting participants in the setting up and maintenance of booths and stalls; securing the participation of the police band for the opening ceremony and all security and emergency services such as police, fire brigade, the Red Cross and the presence of an ambulance on stand-by to assist visitors and exhibitors in case of medical emergencies. This sub-committee was headed by Mr. EliakimaIzika Noti

Communications and Media Sub-Committee

In charge of all advertising and promotion activities for the fair through mass media and other means in order to ensure high attendance by visitors and exhibitors. Its main task was to make sure the public at large and participants were informed about the fair and all related happenings before, during and after the fair. This sub-committee was headed by Mr. Simon Ramkel which was later replaced by Mr. Gabriel, the Communications Officer for MAF.

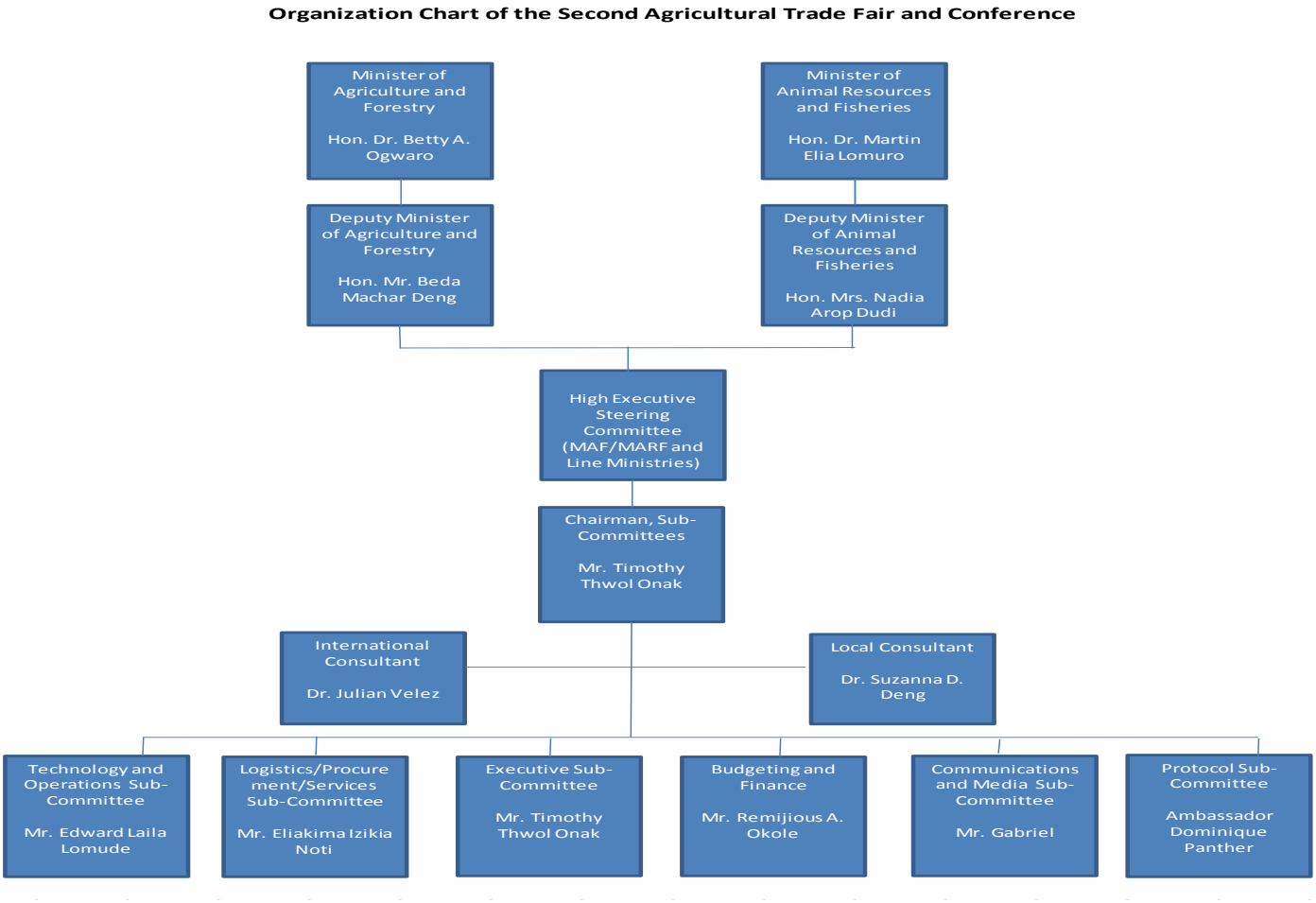
Budget and Finance Sub-Committee

In charge of all financial matters such as budget preparation, bank accounts, disbursement of funds, the setting up of systems for financial control and accounting and the collection of revenue from registration fees and ticket sales. This sub-committee also spearheaded the effort to enlist financial sponsors for the fair, with the support of the Executive Sub-Committee and was headed by Mr. Remijous A. Okole.

The Organizing Team

The Organizing Team was made up by the International Consultant provided by the FARM project for the fair, the International Consultant provided by the European Union for the Conference, the National Coordinator and Local Advisor designated by the High Executive Steering Committee and two local assistants. This team did all the planning for the fair and supported the different sub-committees in their implementation efforts. The two international consultants took the lead in the design and production of all communication materials used to promote and advertise the fair. The team operated from an office given by MAF in the Projects Building of the Ministry. The FARM Project provided logistical support to the organizing team in the form of a printer, a scanner and a copying machine. MAF provided an additional printer and funds for office supplies and other materials required by the team.

Organization of the Second Agricultural Trade Fair and Conference



Operational Management

A work plan, with landmarks and deadlines, was developed for every sub-committee by the Consultant in the second week of September. Based on this work plan, the sub-committees held an operations meeting every Saturday morning to review accomplishments, solve operational problems and create a more detailed work plan for the following week. Specific assignments were given to every head of sub-committees for them to complete during the week. Afterwards, the consultant prepared a written weekly progress report and a work plan for the following week. The High Executive Steering Committee met every Wednesday to review the progress made by the operational sub-committees. Beginning the end of October, the High Executive Steering Committee participated in the Saturday operational meetings as well; thus, two weekly meetings were often held in the last weeks of preparation for the fair.

III. WORK PLAN FOR THE SUCCESSFUL IMPLEMENTATION OF THE FAIR

As mentioned, every operational sub-committee had a work plan to implement by the middle of September (Annex 1). These work plans were prepared based on a check list developed by the consultant. All tasks on the list were supposed to be accomplished by the different sub-committees in order to assure the success of the fair. Additional tasks that were overlooked were added on a weekly basis in the detailed work plan for the week.

A. Check List for the Successful Implementation of the fair

Management

a. An Agricultural Development Committee (High Executive Steering Committee) is to be appointed by the Ministry of Agriculture and Forestry (MAF) to plan, implement and manage the fair
b. This Committee should have an Executive Sub-Committee headed by the Chairman of the Development Committee
c. Some of the major tasks that need to be carried out by the Executive Sub-Committee include:
    I. Set policy to facilitate the planning and implementation of the fair
    II. Manage and assist the other sub-committees
    III. Create linkages with and ensure the cooperation and participation of other units of MAF
    IV. Create linkages with and ensure the cooperation and participation of other line Ministries and Government entities, including the State Governments
    V. Enlist the participation and sponsorship of international donors and other international organizations and NGOs

Venue

a. Make sure to choose a central or prominent and attractive location linked to local transportation infrastructure
b. Venue has to be well connected with the rest of the country and internationally
c. Well known tourist or centers that offer different types of attractions, entertainment and events are good venue locations
d. A dry season climate is helpful to attract participants
e. Accommodations need to be available for large numbers of people (large numbers of hotels)
f. Select partner hotels at least threemonths before the fair and negotiate good bulk booking rates for participants

g. Select partner transportation providers (airlines, bus lines, trains, etc.) at least threemonths before the fair and negotiate good bulk booking rates for participants
h. Make special arrangements with relevant Government entities to facilitate the entrance into the country of foreign participants, their samples of produce, machinery and equipment - Ministries of Foreign Affairs (visas and entry requirements – visa on arrival for participants registered in advance), Health (samples of processed foods), Agriculture (samples of fresh produce), Livestock (samples of livestock products)
i. The actual site for the fair needs to be secured well in advance by signing a contract and paying a deposit
j. A detailed inspection of the site is required to evaluate the needs and prepare a budget for the work
k. After the site is secured, it needs to be prepared to receive the participants by doing required maintenance (painting, plumbing, electricity, water, telephone lines, internet access)

Participants and Visitors

a. Choose a central underlying theme based on a product or service or consumer requirement
b. Profile of participants to be recruited should match central theme
c. Secure lists of participants from previous Fairs or similar events, agricultural businesses, farmers organizations, Government entities, NGOs, etc.
d. Make a preliminary list of participants to the fair, provide them with relevant information about the fair and solicit opinions and suggestions from them on what they would like to have included in the new Fair
e. Finalize, as early as possible, the list of participants to invite as special guests or to recruit as sellers or buyers
f. Prepare a “sales package” made up of relevant and interest information for recruiters to attract participants
g. Carry out recruitment activities such as personal visits by recruiters, well-designed e-mail campaigns (make sure e-mails are read). Organize meetings with key local participants such as good farmers, well known and successful companies and other relevant individuals and organized groups in the public and private sectors
h. Offer early registration facilities such as through the internet
i. Offer incentives to increase attendance and recruit participants such as early payment discounts, group rates (Fair, hotels, transportation, events, etc.), contests, opportunities to make presentations on their products and services, daily raffles such as meals at good restaurants or tickets to local events and/or tourist attractions, field trips, innovation award, best booth award related to the central theme of the fair, etc.
j. Organize a registration desk at the venue site

i. Select a strategic place for the registration desk before the entrance to the fair grounds
ii. Staff at least three tables to receive registration forms and payment and hand out ID badges and registration packages
iii. Hand out badges and registration packages to those participants that registered in advance through the internet or by other means

k. Facilitate registration at the venue by providing ample space for participants to move about and enough registration tables and personnel to avoid large and tedious queues
l. Design good looking badges which are easy to read and with information to allow interactions between participants i.e. name, title, organization, country of origin and products and/or services
m. Prepare a write up on the rules and regulations for participants at the fair
n. Prepare an attractive registration package to hand to the participants after registration including a souvenir portfolio bag with the markings and the logo of the fair; the agenda and time tables for the fair; floor map of the venue clearly showing emergency exits, wash rooms, first aid stations and locations for customer service desks or service points; schedules and venues for special events; tickets for pre-paid or free-of-charge events; tickets for raffles and or contests (these could be handed out on a daily basis as well); information on where to eat, places to visit; security tips; map of the city or parts of the city; special instructions, rules and regulations; etc.

Communications and Media

a. Make sure all interested persons and entities know the fair is being organized and will take place at least six months in advance
b. Make sure all kinds of media are available (print, radio, TV, internet) to publicize the event, before, during and after
c. Design and upload a web site to promote the fair on the internet and provide information to participants on the Country and the fairFair. Make sure registration materials and instructions on how to register are included together with information on hotels and other relevant matters
d. Design a logo and a seal based on the central theme of the fair
e. Produce and deliver messages
    i. Radio Messages
        - ✓ Get quotations from different radio stations on cost of airing messages
        - ✓ Choose the most convenient station
        - ✓ Produce and test messages
        - ✓ Deliver messages to chosen station for them to air the messages
        - ✓ Monitor the airing of the messages
    ii. Newspaper Messages

- ✓ Get quotations from different newspapers on cost of publishing messages
- ✓ Choose most convenient newspaper option
- ✓ Develop newspapers messages
- ✓ Deliver draft messages to newspaper for publication
- ✓ Monitor the publication of the messages

iii. Marketing Materials

- ✓ Design marketing materials for different purposes
- ✓ Obtain approval for designed materials
- ✓ Get quotations for printing the different materials
- ✓ Have materials printed
- ✓ Distribute materials to targeted recipients
- ✓ Set up banners, billboards and lamppost in selected places to maximize impact

iv. Exhibitors' package

- ✓ Determine materials to put in packages
- ✓ Procure different materials
- ✓ Put together packages
- ✓ Get quotations for printing the packages
- ✓ Print different packages

v. Directory of Exhibitors

- ✓ Prepare information as participants register
- ✓ Obtain quotations on cost of printing the directory
- ✓ Have directory printed

f. Use testimonials from satisfied participants and visitors to previous Fairs to attract new participants
g. Pursue word-of-mouth advertising as an effective mean to promote attendance to the fair

Budgeting and Finance

a. Prepare the budget for the fair in accordance with Government and Donor requirements. Most donors like itemized budgets for them to choose the items to finance
b. Organize a bookkeeping system to record the revenues accrued and the expenses incurred in the development and implementation of the fair
c. Collect all payments and other revenues for the fair
d. Organize ticket sales for visitors, including the printing of two kinds of tickets, one for general visitors and another for dignitaries
e. Set up advanced registration payment facilities for participants registering in advance on line or by other means
f. Pursue endorsements and/or sponsorships from different public and private sector organizations and individuals (write letters requesting sponsorships, hand deliver them to potential sponsors and follow up as much as required)

I. International Donors
II. Local Government support
III. Private Sector Local and International Organizations/Companies
IV. Trade associations
V. Chamber of Commerce
VI. Guilds or other similar collective entities

Logistics and Preparations

(Logistics need to be well thought-out and prepared in advance)

a. Design a floor plan lay-out for the exhibition area making sure crowd access and flow are smooth and booths have ample space. Grounds should also be attractive to participants and visitors
b. Assist participants to set up their booths on the fairgrounds the fair
c. Organize transport facilities for foreign participants to and from the venue, covering routes to the airports, hotels and special outings (restaurants, landmarks, etc.). Encourage partner hotels to offer their own transportation services to move participants to and from the airport and the fair venue
d. Secure accommodations for local participants from the different States in partner hotels. Make sure negotiated discounted bulk rates are applied
e. Organize transport facilities for local participants from/to their place of origin and from their accommodations to/from the venue
f. Implement a comprehensive customer service function – conveniently located help desks or service points, spread around the venue; personnel to guide visitors or help them out in any way
g. Make sure there is ample security in and around the venue, the airport, the hotels and places where participants may congregate
h. A first aid booth needs to be set up
i. Prepare emergency procedures for vacating the venue safely in case of fire, earth quakes, floods, etc.
j. Set up an emergency logistics committee to provide emergency assistance to participants as needed (booth preparation; malfunctions of utilities, machinery and equipment; minor repairs; industrial accidents, etc.)
k. Keep grounds and other facilities such as rest rooms clean and sanitary

Business Center and Business Match Making Sessions

l. Set up a center to provide business and communication services to participants, including match making sessions. The center should have ample space to accommodate office equipment and tables and chairs for meetings scheduled by interested participants. Common office equipment to have on hand includes desk top computers (3/4), a printer, a scanner, a copier machine and a fax machine

hooked to a telephone line. Office supplies such as printing paper, printer cartridges, clips, post-it, staplers, tape, etc. should also be on hand

m. The business center should be manned by at least 2/3 people to assure assistance to participants is provided before, during and after business match making sessions, in addition to the other more clerical services

Innovation Contest

(An innovation award is given by a selected judging committee to the booth that adheres the closest to the general theme of the fair)

a. Select and appoint the judging committee
b. Assist judging committee to define criteria for judging adherence to the general theme of the fair
c. Obtain sponsorship for the award (prizes)
d. Organize an internal award ceremony to give out the award on the last afternoon of the fair. Recipient should receive a certificate and the sponsored prizes

Welcome Desk at Airport

(International participants will be coming to the fair mostly by air. They will require orientation and assistance upon arrival. For this purpose, a welcome desk will be set up at the airport to operate one day before and two days into the fair. This desk will be manned by one or two members of the Protocol Committee)

a. Obtain permission from the immigration, customs and airport authorities to allow the desk to be set up inside the arrival area at the airport
b. Select and train the staff assigned to man the desk
c. Procure furniture and Fair promotional materials to set up the desk
d. Set up the desk in the arrival area of the airport

VIP Tent on Fair Grounds

(Dignitaries from local and foreign governments, as well as other VIPs will be visiting the fair throughout the duration of the event. They will need a place to rest and refresh during their visit. They may also wish to meet with different participants. A VIP tent will be set up on the grounds of the fair to assist and comfort these VIP visitors)

a. Locate a central place on the grounds of the fair suitable to set up the VIP tent
b. Procure a good size tent and tables and chairs to furnish the tent
c. Select and train a member of the Protocol Committee to man the tent at all times
d. Cater out finger foods such as small pastries and fruits and water and other refreshments to have available for the VIP's on a daily basis as required

Appropriate Technology

(The fair should feature appropriate (simple) technologies used by farmers in the different regions of the country. A section of the grounds of the fair should be set aside for this purpose)

a. Select the technologies to be featured together with the Agricultural Officers of the States
b. Arranged for the transportation of related small machines and equipment to and from the fair grounds. Make sure they arrive 2 days before the opening of the fair)

Opening and Closing Ceremonies

a. Select a venue inside the fair complex to hold the opening and closing ceremonies for the event
b. Prepare the agenda and select the speakers for both events
c. Identify a master of ceremony for each event
d. Organize a short cultural show to be performed during both events
e. Select a seating area in front of the podium and/or stage for featured speakers to seat and wait to speak
f. Procure a podium and other furnishings as needed
g. Make sure a good sound system is in place and in good operating condition
h. Have a sound technician on standby to address any sound problems that may arise

Demonstration Plots

(Demonstration plots at the fair will feature crops and technologies that are of interest to farmers or that are innovative in nature and can be applied locally)

a. Design the layout of the plots according to the floor map of the exhibit area and the space assigned for this purpose
b. Install the selected green house on the demo site
c. Install a low cost drip irrigation system
d. Transplant fruit trees, ornamental plants, and any other fruit or vegetable identified according to the layout
e. Procure vegetable seeds and make nurseries to produce seedlings for transplanting vegetables to be grown in the green house as well as for horticultural crops in the demonstration plots
f. Establish a cropping model made up of random crop varieties
g. Display the cropping models on the ground according to a landscaping plan
h. Engage experts that can continuously explain all the technologies that have been implemented on the demo plots
i. Identify exhibitors that sell machinery and invite them to do a display of the latest technology available in country, near the demo plot area

IV. CHALLENGES EXPERIENCED DURING THE IMPLEMENTATION OF THE WORK PLAN

A. The High Executive Steering Committee

This is the second year of the Agricultural Trade Fair (ATF) and there have been significant improvements in its organization. That said,continuing improvements need to be sustained if the fair is to become a leading mechanism to highlight the Agricultural potential of South Sudan.

Funding

The major issue to organize and implement the fair was the matter of funding. With the Government having a system of austerity due to lack of oil revenue, MAF was largely dependent upon external donors to support the activity. Although significant efforts were made to secure support from both International Donors as well as local and Regional private sector partners, funding only began to be disbursed in the middle of October (about 30 days prior to the start of the ATF). Crucial campaigns such as advertising were, in turn, delayed due to non-availability of funds. The available funds had complex procedures for their release and for the management of the funds due to the fact that many rules and regulations had to be fulfilled to complete a transaction.

In line with taking responsibility for the implementation of the fair, MAF managed all financial matters and made all major decisions concerning the fair. These measures made it challenging for the organizing team to solve problems related to procurement of goods and services, particularly since many activities were late due to the late start for organizing the fair. At one point, it became very difficult to complete deals with providers because advance payments were delayed.

Participant logistics

Several plans were carefully prepared to efficiently bring farmers to and from the fair in the most cost effective way. This plan was designed to reduce to a minimum the hotel time required in Juba for visiting farmers and State Officials and was based in a combination of flights provided by UNMISS and flights chartered from a private company. This combination was required because of the lack of UNMISS service to certain places such as Aweil, Kwajok and Wau and facilitated the mobilization of personnel by avoiding in-bound and out-going overnight layovers for passengers in other cities. The plan also offered a comfortable flexibility to manage the dates, times and passenger identities to return visitors to their places of origin. In the end, farmers and State Officials were only transported by UNMISS on their scheduled flights. As a result, hotel days in Juba were extended and in-bound and out-going overnight layovers took place. In addition, the organizing team went through a great deal of duress in changing, at the last minute, passenger identities and dates and times for the return trip for many of these visitors.

The Governor's Conference, running at the same time as the fair, impacted the implementation of the fairas well. Due to this Conference, high level executives from MAF and MARF were absent and decisions were taken by them without knowing the situation on the ground and/or without input from the organizing team i.e. at one point, the closing ceremony was cancelled and then it was put on again at the last minute. The organizing team had to scramble to put together a program right before the event took place.

The Sub-Committees

The sub-committees suffered from a lack of leadership and decision making. The sub-committee heads and members always tried to rely heavily on the consultants and other members of the organizing team.

For example, Sub-committees heads and members expected and demanded that tasks such as letter writing, printing and copying be completed by the organizing team. Furthermore there was poor attendance at weekly meetings. Only when Ministers or Deputy Ministers were expected to be present, did attendance improve. In addition, Ministry Officers, even heads of sub-committees, were unclear of their expectations and responsibilities and as a result tasks were often not completed in a timely manner.

Executive Sub-Committee

The organizing team had a very tight and small office, few resources such as computers and printers and a great deal of pressure from implementers on these scarce resources and on the work time of the organizing team

Budget and Finance Sub-Committee

As mentioned before, the Budget and Finance Sub-Committee, in addition to preparing the fair budget and managing all financial and accounting matters, was in charge of collecting money from the registration of participants and ticket sales to the general public. Income from registration fees amounted to 13,196 SSP (USD 4,257) and USD 2,383 US Dollars. All registration fees were collected by the organizing team on behalf of the Budget and Finance Sub-Committee in order to provide participants with a one-stop registration and payment shop. Ticket sales were better than planned. Visitors purchased 5,000 tickets from the 28th to the 30th of November. This means attendance by the general public was more than 5,000 since entrance fees were not charged on the first (the 27th of November) and the last day (the first of December) of the fair.

Communications and Media Sub-Committee

The design and production of advertising materials such as flyers, posters, banners and billboards was completed very late due to lack of available funds and the complex disbursement procedures in place. These materials were supposed to be displayed around Juba the first week of November and were only placed the week before the opening of the fair. The mass media advertising campaign (TV, radio and newspapers) was also delayed to the last week before the fair. Newspaper advertising was deemed expensive and was cancelled. Newspaper coverage, in general, was also absent from the fair.

A fair assessment of the publicity to attract visitors from the general public to the fair was the effort to advertise was not effective since the promotional efforts were done very late and they did not have an impact on attendance by the general public. Exhibitors and other participants noticed this publicity short-coming and complained about a lack of visitors' traffic through their booths and stalls.

The printing of the fair program was significantly affected by the merging of the Governor's Conference with the Agricultural Conference. The agenda for the Agricultural Conference was supposed to be included in the fair program, but due to the merging of events it underwent numerous changes that took place very late to allow for the printing of the fair program on time.

Logistics and Operations Sub-Committees

The application of the carefully designed plans for the layout and numbering of booths and stalls did not take place. A wedding was allowed to occupy the fairgrounds by the management of the rented venue

on the Saturday before the opening of the fair so no set up was possible until the Sunday before the fair. The space availability that was planned originally had to be reduced. The length of the planned blocks of booths and stalls in the central section of the fairgrounds had to be reduced to fit the available terrain and narrower alley ways had to be allowed to fit the total number of exhibition spaces required for the registered participants. In addition, areas on the perimeter section had to be shortened on the West side and lengthened on the East side to reach the required numbers. All these changes had to be implemented in two days (half day Sunday, all day Monday and half day Tuesday, the opening day). The numbering of booths was further affected by the states' booths being moved to one side of the fairground. The consequence was that the numbering of booths and stalls collapsed and chaos ensued on the day before opening and on opening day. At the end, available spaces were occupied by exhibitors on a "first come first served" basis. Fortunately, by the afternoon of the second day all exhibitors had their own spaces and were relatively happy.

It is fair to summarize the setting up of tents, booths and stalls by saying that it was severely hindered by the unexpected wedding and the delays in the procurement of the booths. These happenings made sure that no preparation time was allowed to make sure layout plans were actually followed on the ground.

Nyakuron management was insufficiently prepared to host such a large event as this fair. They did not have enough tables to furnish all the booths and stalls and did not carry chairs and tables directly to stalls and booths. They just opened the storage area for participants to secure and carry their own furnishings, which meant that some participants were unable to secure the basic amenities for their displays.

During the fair, no grounds management took place except for garbage pickup. Parking was extremely difficult. Traffic control and guidance to vehicles to access the available parking areas away from the fairgrounds was absent. As a result, cars were allowed to enter and park on space allocated to exhibitors and fair activities, taking up precious space reserved for the free movement of visitors and for the entertainment program. Furthermore, cars parked on fairgrounds obstructed direct views to booths and stalls, limiting the exposure exhibitors had to the general public.

Services to exhibitors such as food and beverages, ample toilet facilities, information and assistance desks, assistance in the setting up and furnishing of booths and stalls, maintenance emergency response services were also absent. Participants loudly complained about these inadequacies in the final survey, even though they had been planned for. Participants also complained about a lack of security at the venue, especially at night. Several robberies were reported and compensation had to be paid to those affected.

Protocol Sub-Committees

International participants had difficulties to obtain entry permits for South Sudan. These difficulties were made more trying by the short notice given to the organizing team about their arrival and visa requirements. In addition, tax exemption letters were issued late. A week or so before the opening day, the procedural steps to request tax exemption for goods for display at the fair were still not known, including the identification of the different government offices involved. After the opening ceremony, the Protocol Sub-Committee had to attend the Governors' Conference. As a result, no planning and

execution for the innovation award and the VIP tent took place and the organization of the closing ceremony was left to the organizing team.

Fulfillment of the Scope of Work and Deliverables by the Consultant

A. Scope of Work

Identify gaps in capacity of the fair implementation team, and lead recruitment of key team members

All members of committees and sub-committees were selected before the arrival of the Consultant. However, he recognized weaknesses in the selected personnel, and was instrumental in assisting MAF and MARF to make the required personnel changes.

Establish clear terms of reference for the fair Development Committee, the Operational Committee and the Technical Committee to ensure clarity in the line of supervision between tiers and delegation of authority needed to manage and implement the trade fair.

Chapter II of this report deals extensively with overall organizational structure of the fair and the terms of reference for all committees and sub-committees involved in the organization and implementation of the fair.

Lead marketing, promotional, and communications effort to generate participation and attendance of the fair both within and outside South Sudan.

Also mentioned in Chapter II of this report was the fact that the International Consultants (FARM Project and EU) took the lead in the design and production of all marketing, promotional and communications efforts. Annex 2 contains a soft copy of all materials designed and produced by the Consultants.

Help MAF track spending relative to the budget that was approved for implementation of the fair.
The consultant developed financial models to assist MAF and MARF project and track spending, with special emphasis on USAID funding. Annex 3 shows the worksheets developed to comply with the terms of the Purchase Order issued to MAF by USAID in order to make funds available. The consultant also developed a cash flow report for the Budget and Finance Sub-Committee used to report income and expenses on a weekly basis.

Establish the modalities for tenders, contracts, procurement and payment for the various activities and services associated with the fair from these funding resources in order to streamline the operations of the fair Implementation Team.

The consultant participated in the vast majority of the procurement efforts made by MAF, including contracts. He was very instrumental in assisting MAF to minimize the use of contracts in favor of purchase orders to streamline RSS procurement requirements. Annex 4contains a soft copy of the text of the rental contract used by MAF to secure the venue with the Consultant's assistance.

Lead all activities related to design and implementation of the Trade Fair. This will include but is not limited to liaising extensively with MAF and the various trade fair committees described above, providing technical support to pre-Trade Fair meetings and workshops, working with vendors, working with the venue management, identifying exhibitors, advising the trade fair committees on all aspects of

venue layout and design, liaising with advertisers and sponsors, leading the FARM long-term and short-term staff tasked with providing support to this event and all associated activities as needed.

The Consultant was recognized by MAF, MARF, USAID, the EU and the FARM Project as the leader of all activities related to the design and implementation of the fair. He interacted with all operational sub-committees on a daily basis, providing technical support in all meetings and workshops leading to the fair. He also worked extensively with vendors, the management of the venue and in recruiting local and international exhibitors. Additionally, he advised MAF and MARF sub-committees in venue layout and design and was the custodian for all layout plans for the placement and location of booths and stalls. He dealt with advertisers and sponsors and led the FARM Project staff tasked with supporting the event and all associated activities.

Lead a follow-up workshop with MAF and the various trade fair committees immediately following the event to discuss successes, challenges and lessons learned for future trade fairs in South Sudan.

The level of effort for the Consultant was increased by two man days to allow him to lead the follow up workshop to evaluate the success of the implementation of the fair. This workshop was schedule well in advance to take place on the 4th of December and was organized by the National Coordinator herself. On the target date, MAF postponed the workshop for one week indicating implementers required more time to process success stories, the challenges encountered and the lessons learned. Upon learning of this decision by MAF, the Consultant concentrated in analyzing of the results of exit survey conducted with exhibitors. Annex 5has a soft copy of this analysis.

B. Deliverables

Implementation plan for the MAF to produce the fair and clear roles and responsibilities of the key management team responsible to implement the fair.

Chapter II describes the roles and responsibilities of the key operational sub-committees tasked with the organization and implementation of the fair. Chapter III and Annex 1 are devoted to the work plans designed by the Consultant to facilitate the work of these operational sub-committees.

Successful marketing, promotion, and communications for of the trade fair with delivery of key promotional products as determined in course of the assignment.

Chapter IV, under the Section for the Communications and Media Subcommittee, describes the limitations of the communications effort to effectively promote and advertise the fair caused by delays in disbursement of funds.

Successful implementation of the fair

Indicators for Fair success varied significantly. During the first meeting to introduce the Consultant after his arrival, USAID officers defined success by stating the 2012 fair had to be “at least equal or better than last year”. In one USAID internal communication dealing with USAID’s Purchase Order to MAF to implement the fair, the success of the fair was defined as having at least 50 booths and/or stalls, an inaugural ceremony and at least 500 attendees. On both counts, the 2012 fair was superior. The fair was opened by His Excellency the President of the Republic of South Sudan and the Ambassador of the

United States of America was a key speaker at the inaugural ceremony. The table below shows a comparison:

Indicator	2011 Fair	2012 Fair
Number of Local & International Exhibitors	**70**	**113**
Number of Booths/Stalls	**104**	**190**
Number of Participants		**1,750 identification badges were issued to different participants**
Visitors	**2,500**	**More than 5,000**
Students	**800**	**20 Secondary Schools**
Sponsored Farmers	**213 FARM Project Farmers**	**90 Farmers/9 from each State**

The final report was comprised of 6 Chapters as follows:

VI. Conclusions and Recommendations

A. Conclusions

It must be concluded that the fair was implemented successfully as evidenced by indicators and the satisfaction of participants expressed in the exit survey. However, the organization and implementation effort still has room for improvement to make this event an annual, international, must-attend happening in the East Africa Region.

B. Lessons Learned

- More time is necessary to organize the fairin order to engage sponsors early and complete tasks to secure a venue, recruit local and international participants, select attending farmers, promote and advertise the event, organize special events, and provide the services required to satisfy expectations and demands from exhibitors and other participants.
- Government Officials temporarily posted as implementers need to acquire leadership, commitment, self-reliance and a sense of ownership for the fair. They must also be willing to carry out tasks at all times as required.
- Sufficient funding, disbursed at the right time, must be available at all times to ensure a successful fair, especially to timely finance effective promotional and advertising campaigns to attract fair exhibitors and visitors in good numbers. Government financial rules need to be flexible to allow the smooth running of the organization of the fair.
- Logistical support such as computers, printers, copying machines, scanners, transportation, office space, office materials and supplies, etc. must be made available to implementers at all times.
- A more secured, private and spacious venue is required, with adequate facilities and ample parking.
- Sufficient time must be allocated to the layout and placement of tents, booths and stalls and other ground preparation activities.
- Preparation to set up demonstration plots and animal exhibits must begin at least six months in advance of the opening day.
- Food and beverage offerings as well as information and assistance desks must located in strategic places within the fairgrounds.

- ❖ Sanitation facilities, with required utilities such as water, must be made available in sufficient numbers.
- ❖ Many participants suggested increasing the duration of the fair to a week to have more visitors attending in order for exhibitors to have a better opportunity to do business. In fact, the 2012 fair was extended one day by MAF. The Minister herself came up with this idea during the final debriefing with the Consultant prior to his departure. There are pro's and con's for a longer-lasting fair. The main considerations are (1) the implementation cost for a longer fair will be much higher and (2) all the services to meet participants' needs and those related to maintaining the venue and facilities in good operating condition would have to be expanded.
- ❖ Even if the time frame is not increased, the fairshould include at least one weekend to allow for the working general public in Juba and nearby counties to visit the fair over the weekend with their families. With this in mind, a wider variety of family entertainment needs to be included.
- ❖ The results of the exit survey of participants included more than 70 tips from participants to improve the fair (Annex 5).

C. Recommendations

- ➢ An independent organization, like a foundation attractive to potential sponsors such as International Donors and NGOs as well as private corporations, be created to organize and implement the fair. Such an organization would include participation by some RSS Ministries and Units as part of an overall management team.
- ➢ A permanent venue be secured for the fair to ensure privacy, security, sanitation and comfort. Ample space must be available to set up permanent booths and stalls and to build adequate facilities and parking spaces.
- ➢ A year-round operation is required by the new organization to be able to successfully organize and implement the fair, especially to secure sufficient funding and recruit local and international participants. To complete all required tasks, the new organization must be adequately funded all year.
- ➢ The new organization must be also dedicated to work with the different states of South Sudan in order to assist them to organize and implement their own state fairs and to train farmers and other private sector entities on how to improve their exhibitions and displays to attract potential partners and/or investors during the national fair.
- ➢ A third mandate for the new organization should be to promote agricultural development and investment within the country by the local and international private sectorsto achieveand maintain food security for the young nation and to eventually create a private export sector capable of sustained economic growth, including the creation of additional jobs and opportunities for the local rural population, especially women and youth.
- ➢ To make this organization a reality, support must be secured from International Donors and NGOs in order to engage an international consultant to design and implement a blue print for the successful launching and sustainable operation of the new entity.
- ➢ There is already much to be done for the 2013 fair. For this purpose, it is strongly recommended for MAF and MARF to maintain the local members of the organizing team as an operational group going forward. They should be the core group that will spearhead the implementation of the interventions necessary for the success of the 2013 fair.

APPENDIX C– COOPERATIVE CAPACITY BUILDING: MODULE I

Trainers Module

This module will take three days to complete.

Forming a Cooperative requires

Consultation: All community members, be they small or large scale farmers, young or old, rich or poor, men or women, need to be consulted so that the whole community supports the cooperative.

Patience, diplomacy and vision: You need to know where you are going before you start the journey

Leadership, drive and determination: The road will be rocky and will have obstacles. Strong leadership will be required to overcome these obstacles.

Time: This is not something that can be rushed. A cooperative is going to be a lifelong commitment. It is going to form the basis of development in your community for many years to come. Taking time to get things right at the beginning will make running and developing the cooperative easier.

Module Design

The FARM Project is designed to rapidly increase agricultural productivity of Maize, Sorghum, Cassava and Groundnuts, increase trade, and improve the capacity of producers, private sector and public sector actors in South Sudan to develop commercial smallholder agriculture. A major activity of the project has been to develop Farmer Based Organisations (FBO) from existing farmer groups into organisations that can manage the group production and marketing of crops. Through this approach it has been possible to provide FBOs with grants for tractor ploughing and seed purchases and to provide framers in groups with training in Good Agricultural Practices (GAP). A number of these FBOs have now produced good surpluses and are now ready to market these crops. This would be made easier if FBOs were to group together in a cooperative structure in which marketing from cooperative managed marketing points could be organized. It would also allow the FBOs to gain access to other services such as value adding through milling and marketing flour, cooperative managed stores, equipment hire and finance. A number of FBOs have demonstrated their ability and interest in making this transition to Cooperative status.

This module is designed as a guide for trainers tasked with providing FBO leaders with sufficient capacity to enable them to assist their FBO membership transform FBOs into production and marketing cooperatives.

The module is divided into 11 sessions to be conducted over three days. Each session is provided with a short presentation of the session topic and one or more practical exercises to be completed by the participants. These will help them understand the issues presented in the session.

At the end of the training session participants should be able to return to their membership and explain

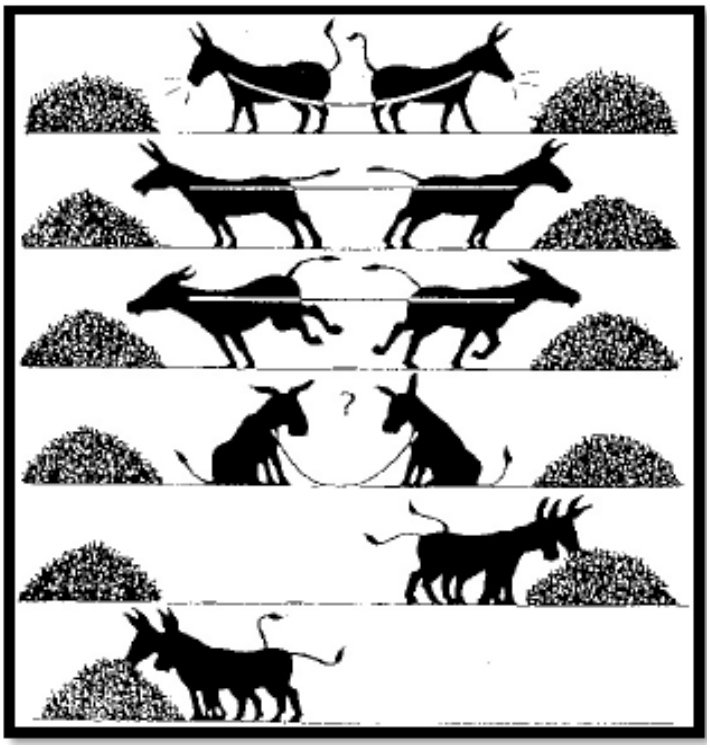
1. The value of collaboration
2. What a cooperative is, how it differs from an FBO and why they should form one.
3. How to form a cooperative
4. How to register a cooperative
5. How to develop the cooperative identity
6. What is the organisational structure of a cooperative and the roles of those running the cooperative
7. How to use funds raised through fees and shares
8. How a Cooperative is governed and the cooperative rules and regulations
9. How to make decision through a democratic process.
10. How to lead an organisation,
11. How to run meetings and communicate with members and partner organisations
12. How to resolve conflicts.
13. How to plan for the transformation of a group of FBOs into a cooperative.

Session 1 Working Together

Instructions to Trainer

Do activity FIRST

Why Collaboration



Working together makes it easier to get tasks done. The work is done faster and the task seems less difficult.

Digging out a tree stump alone is difficult but with two working together it is much easier.

Planting crops in line is difficult when done alone but much easier when done with a friend.

To hire a tractor to plough one feddan would be expensive but is possible if 20 farmers with one Feddan each join together to hire a tractor to plough 20 Feddans.

How many banks would lend 1 farmer with no assets money? None. But they might lend to a group of farmers who agree to repay the loans of those who fail to repay.

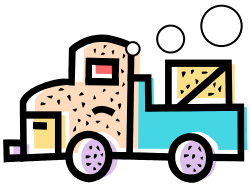
ACTIVITY – WORKING ALONE

Producing

Marketing

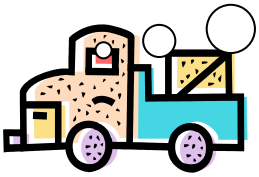
FARMER **TRADER**

I want to sell a bag of maize and buy a radio



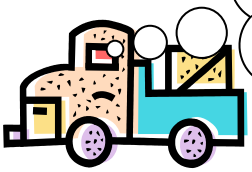
I want to buy 30 bags of maize for a buyer in Juba

I have no transport. The market is 20km away



If I buy from each farmer I will have to visit 30 farmers!!!

Better to stay at home and eat the maize!!!



Better to wait in market for farmers to come to me

Instructions

Participants break into groups of 2 FBOs or Cooperatives

Ask participants in groups to suggest solutions for the farmer and for the trader.

Write answers on Flip chart

Groups present results of discussion to other group members

Session 2: What is a Cooperative, Why form a cooperative. What are the benefits

Instructions to Trainer

Do activity FIRST

What is a cooperative?

Definition

"*A Cooperative is a group of people who, through ownership of a democratically controlled business, work together to produce more, sell more, make more money and support each other*"

Values

Cooperatives are based on the idea of:

Self help - reduced dependency on outside organisations

Democracy – one member, one vote.

Equality - all members have equal rights and are respected as equals.

Principles

Cooperatives are voluntary organisations open to all willing to accept the responsibility of sharing activities, contributing to the cooperative and sharing risks.

Cooperatives are democratic organisations controlled by their members, who actively participate in making policy and decisions. Members elected to lead and manage the cooperative are accountable to the members.

Cooperatives are a business which aims to provide members with services. The business is owned by the members. They contribute equal amounts of money to the business by buying equally sized shares each year. Profits from the business are usually used to expand the business, add to reserves or support members when in need.

Cooperatives are independent and strive to maintain this by ensuring that agreements with other organizations do not reduce the member's control over the organization.

Cooperatives aim to improve the capacity of members through education and training. The most important of these are

Training in production, marketing and processing

Development of capacity to manage and lead organizations

Cooperatives aim to develop social networks between members so that community members learn to trust each other, to help each other and to realize their share development dreams. This makes it easier for a community to develop.

What is the difference between a Cooperative and an Farmer Based Organisation (FBO)

An FBO is a group of people who come together to jointly implement an activity such as cultivating a crop or marketing their produce. By collaborating in this way they are able to produce and market more than if they were working alone.

A Cooperative is similar to an FBO except that the members establish a business within the organisation. The purpose of this business is to provide members with services such as input supply, training, crop marketing and finance. The members employ a team who will manage this business. The team may be made up of people from within the cooperative membership or, if people with adequate capacity are not available, they employ people from outside the cooperative. The members meet to decide how to use profits. These could be divided amongst members in proportion to the number of shares they own or invested in new business activities or a combination of both.

Scaling up from FBO to Cooperative

Transforming from an FBO to a Cooperative gives a number of advantages

- The much larger volumes of produce for sale mean that it is easier to attract buyers and obtain better prices.
- The large volume of inputs required make it easier to negotiate the supply of inputs at a lower price and have them delivered to a point close to the members farms.
- It is easier to register one large organization rather than many small organizations. Registration is required for an organization to open a bank account and receive finance.
- Members do not have to find a market or transport goods to market and negotiate with traders. This is done for them by their Cooperative. All the farmer has to do is sell to the cooperative. Later the farmer may receive a bonus payment if the members of the cooperative decide to share the profits from marketing produce amongst the membership.
- A large cooperative is more likely to receive support such as training and demonstration from extension services than small FBOs..
- A Cooperative is more likely to receive support from Government or international donors than small FBOs

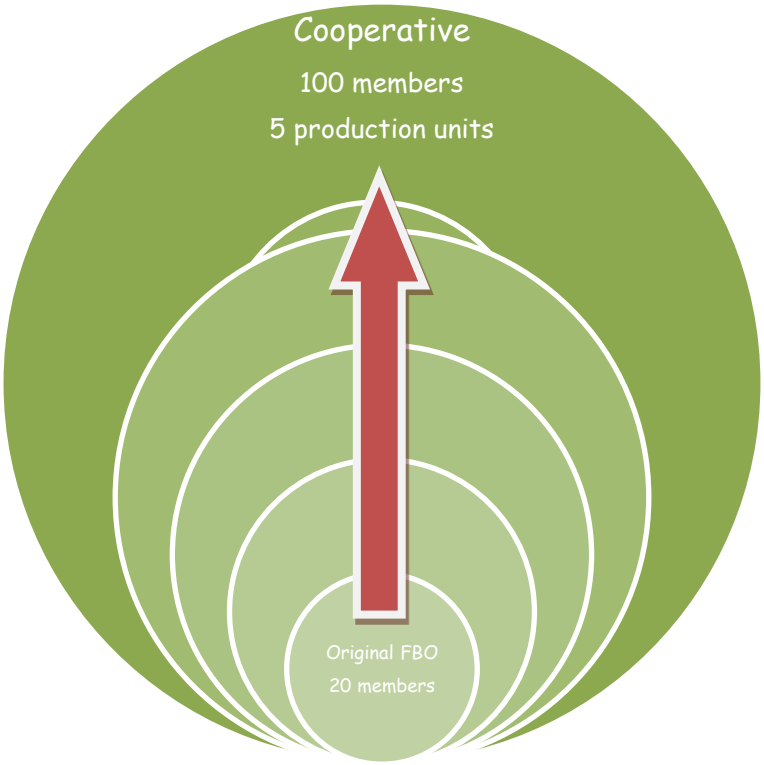
Cooperatives, like any other businesses have what are called “fixed costs”. This are things such as salaries, maintenance of equipment and loan repayments. To cover these costs they must generate income from sales and membership fees and share purchases. The greater the sales the easier it will be to cover fixed costs and make a profit. A cooperative depends on its membership to provide a market for the inputs it is selling and the produce it is marketing. The larger the number of members a

Cooperative has the more it will be able to sell and from this the more it will earn. For this reason Cooperatives seek to increase membership where as FBOs tend to restrict membership.

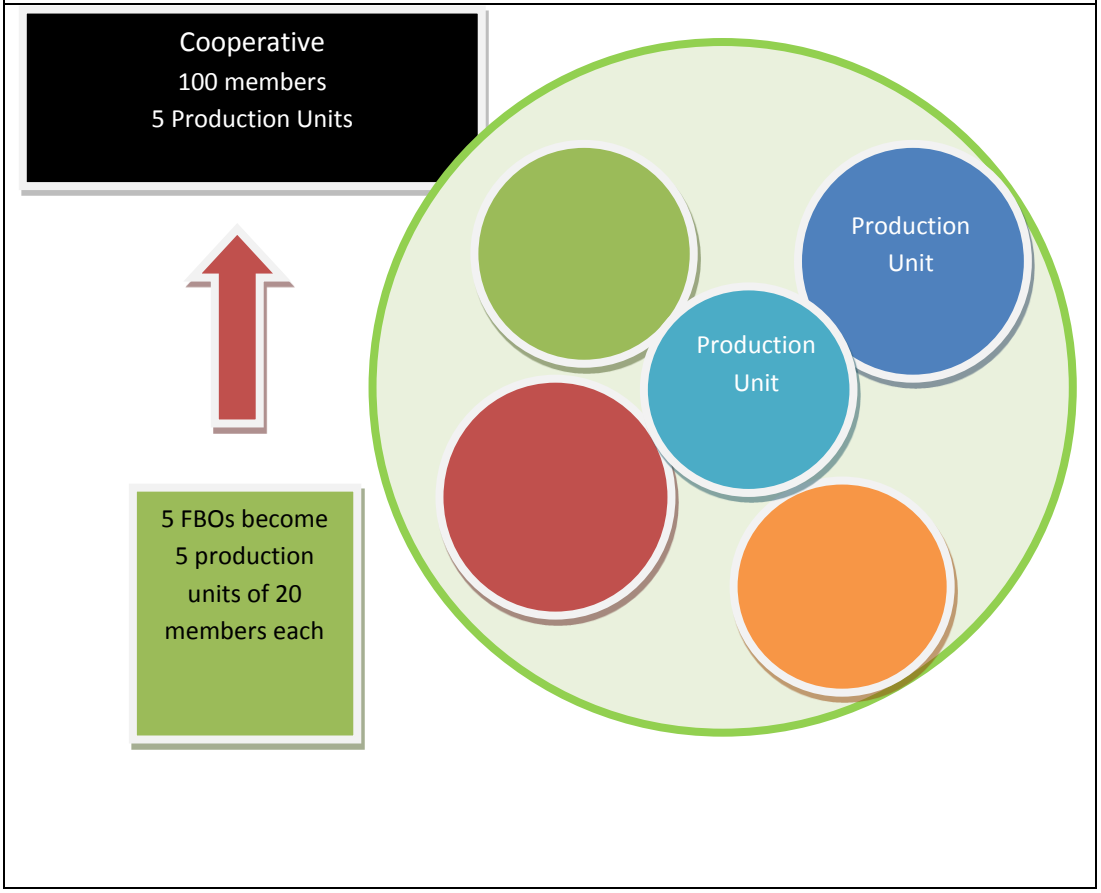
There are two ways in which an FBO can be changed into a Cooperative

1. An FBO can increase the number of members they have by persuading more farmers to join the organization.
2. FBOs could join together to make one bigger organization with many members

The second method is probably the fastest and easiest

An FBO can increase the number of members they have by persuading more farmers to join the organization.


FBOs could join together to make one bigger organistion with many members



ACTIVITY – WHY DID YOU DECIDE TO FORM A COOPERATIVE

Objective

Participants are able to explain to others the benefits and the challenges of starting cooperative.

Materials

- Flip chart paper
- Markers of various colors

Instruction

In groups composed of representatives from 4 FBOs

Ask each group to list on flip chart paper the reasons why they decided to form a cooperative

1. **List of benefits of a cooperative**

Circulate the list of benefits given below and ask participants if they agree with this list and if they want to add any else.

There are many benefits of belonging to a cooperative. This is not a comprehensive list of possible answers, but one that should inform this exercise:

Inputs	**Production**	**Marketing**	**Community Development**
Bulk purchase of seeds and tools results in discounts Bulk purchase of seeds and tools results in sharing transport costs to village Reduced uncertainty - able to order inputs in advance Access to quality inputs Access to formal credit	Joint training gives access to information about new technology (eg varieties, grain stores) Sharing gives access to new services not otherwise available (e.g., tractor hire, maize shellers) Improved farm management Share work load Share experiences. Many hands and minds working together are better than one.	Bargaining with traders as a group rather than alone Bulk selling attract buyers to village Not dependent on 1 buyer. Increase competition between buyers. Better prices. Reduced uncertainty - able to agree sales in advance Access to information about new markets (eg Maize flour in Juba) expands market More value is added at community level (eg maize mill, peanut shelling)	Farmers own and control more of the agriculture business. Lower production and marketing costs increase farm income Legislative support Development of local leadership Increased community income. More employment for youth (maize mill operator, tractor operator) Stronger rural community Empowerment of women

Session 3: Forming a Cooperative

Instructions to Trainer

Do activity FIRST

In the previous sessions we have:

1. Understood the value of Working Together
2. Discussed The Limitations of an FBO
3. Defined what a Cooperative is
4. Discussed the benefit of forming a cooperative

Now we discuss what needs to be done to form a cooperative

What needs to be done to form a cooperative?

1st Meeting

Step 1: Call a general open community meeting at which all members of the FBOs wanting to form a cooperative as well as the general public to explain how the cooperative will work, what its benefits will be and what are the terms of membership.

From this develop a list of community members who wish to be members.

2nd Meeting

Step 2: Develop a Vision and Mission statement and a Cooperative name and logo.

Step 3: Prepare an organisation structure and define the roles of each post.

3rd Meeting

Step 4: Ask members to nominate candidates for each post in the cooperative

Step 5: Conduct elections for each post

4th Meeting

Step 6: List the rules and regulations of the Cooperative

Step 7: Combine membership list, Vision & Mission statements, organization structure and roles of post holders and rules and regulations into a Constitution for the Cooperative

5th Meeting

Step 8: Membership vote to accept or reject the constitution

Step 9: Collect membership fees from members and develop a list of paid up and not paid up members

6th Meeting

Step 10: Start the process of registering the Cooperative. The members form a committee with responsibility for directing this process. This will include collecting and completing all application forms, paying fees from the fund raised by the membership fees, collecting any required documents such copies of ID cards and the constitution and make regular follow up visits to the government office responsible.

7th Meeting

Step 11: Preparing a cooperative operations and business plan

ACTIVITY – WHAY DO YOU NEED TO DO TO FORM A COOPERATIVE

Objective

Participants think through the steps needed to form a cooperative

Materials

- A4 size cards
- Markers of various colors
- Flip chard paper

Instructions

In groups of representatives from 4 FBOs

Ask the groups to write down what needs to be done to establish a working cooperative. One step – one card. Prepare the list in order implementation

Step 1

Step……

Write the list of steps needed to form a cooperative on flip chart paper and compare it with that produced by the participant. Explain what each step involves and why it has to be done. Develop a list that combines that of participants with the list provided.

Session 4: Registering a Cooperative

Instructions to Trainer

Present text FIRST

An important step in the formation of a Cooperative is the legal registration of a cooperative. Without this in the "eyes" of the law the cooperative does not exist. To open a bank account and obtain credit, to obtain licenses to trade as a shop or trader and employ staff the Cooperative needs to be registered as a legal entity.

The Ministries of Agriculture, Rural & Cooperatives Development both at State and National levels are responsible for registering and regulating Cooperatives.

They do this through by issuing a "certificate of incorporation". This can only be done if they are satisfied that all the requirements as stipulated by law are fulfilled and the formation of the Cooperative will be in the best interests of the members of the Cooperative and the public at large.

What are the requirements for registration of a Cooperative?

1. A list of a minimum of 21 registered members who have voluntarily agreed to form a cooperative, have a common vision of how it should be run and a common understanding of the mission of the cooperative.
2. Minutes of all Meetings where it was agreed to form a cooperative and develop a vision for a the cooperative and agree on the cooperatives mission
3. Approved Bylaws or Constitution of intending Cooperative
4. List of Directors elected to govern the Cooperative
5. List of technical persons appointed to the Management Committee to run the day to day affairs of the Cooperative
6. Statement of Share capital & Other fees Contribution detailing names, age, address of registered members and their share allocation and subscription or payment
7. Approved group Bylaws or constitution of the Cooperative
8. Signed M.o.U in which the Interim Committee agrees to transfer authority to run the cooperative to the Board of Directors and the appointed Management Committee.
9. A Certificate showing the amount of money collected by the Interim Committee from initial share capital subscriptions and fees by registered members handed over to the board of directors.
10. A General Assembly or Board Resolution seeking for registration and incorporation of the intending cooperative
11. Any other requirement as stipulated by the National law & local Orders guiding registration of a Cooperative
12. Mandatory incorporation fees and charges payable to local authorities and State Ministry as stipulated in law
13. The fees vary between states but are generally SSP550. In addition the cooperative members will have to raise funds to pay the transport and lodging costs of the representative who take the cooperative documents to the State capital for registration

What are the steps to follow for registering a Cooperative?

1. Complete the formation processes of the Cooperative as described above.
2. Present Documents as described above to the "**County Commissions of Agriculture and Cooperatives"** for recommendation.
3. Make any necessary amendments to documentations as recommended by County Commissions of Agriculture and Cooperatives
4. Re-submit amended documentations for final recommendation for registration by County Commissions of Agriculture and Cooperatives
5. Pay fees. Make sure you are given a receipt. This will be proof that you have paid the fees.
6. Complete the application form provided by the County Commissions of Agriculture and Cooperatives for registering a Cooperative and submit them with the registration documentations (see above) to State Ministry of Agriculture, Cooperatives & Rural Development
7. Obtain a Certificate of Registration from the Registrar of Cooperatives

ACTIVITY – PRACTICING REGISTERING A COOPERATIVE

Objective

Participants will know how to register a cooperative

Materials

- Blank copies of the registration forms
- Blank A4 paper

Instructions

1. Divide the participants into groups of 1 FBO.
2. Provide each group with a copy of the registration form.
3. Ask the groups to fill in the application form
4. Write on the top of the A4 paper the name of the documents they will require to register the Cooperative. Use one paper for each document
5. Attach to the form as an annex the paper with the name of the documents.
6. On completing the task the groups are to present the form and documents to the facilitator for inspection. The facilitator should point out errors in completing the form and missing documents to the participants so that all can learn from the mistakes.

Session 5 Developing the Cooperative Identity

Instructions to Trainer

Present text FIRST

The cooperative needs to have a clear identity that represents what it aims to achieve and how it will do that.

Selecting a name and logo for a cooperative

A logo or banner should represents the vision of a cooperative in picture

For instance is this a good logo?

The logo needs to represent what principles the cooperative stands for, what services it provides members and what it does for members, but it needs to be fairly simple.

FARM project will employ an artist to design a logo for the coop based of the design each Cooperative prepares. It will then print a banner with the logo on it and provide a computer file with the logo as an electronic image. This can then be used on the publications and letters of the Cooperative

ACTIVITY – MAKING A LOGO

Objective

FBO leaders learn how to develop a name and an image for the Cooperative that represents the vision and mission of the cooperative

Materials

- Flip chart paper
- Marker pens

Instructions

Groups of representatives from 4 FBOs

Task

Ask groups to:

- Suggest a name for a Cooperative
- Draw a logo for a cooperative

Groups present their name and logo to the other participants explaining to them what they mean and why they chose these names and logos. The logos are then pinned to the wall for future reference.

The participants should be instructed to take these logos back to the communities where they should develop a logo and cooperative name during a meeting to initiate the cooperative – 2nd meeting – step 2.

Vision, Mission & Purpose statement

An organization needs to clearly define what it aims to achieve and how it will do it.

Vision statement – what is the Cooperative aiming to achieve?

E.g. A prosperous and harmonious community

Mission Statement – How will it achieve this vision?

E.g. create a profitable cooperative

Purpose statement – What will the Cooperative do?

E.g. Sell inputs to members

Purchase and market members produce

Train members in GAP

Support members when they are sick.

ACTIVITY – WRITING A VISION, MISSION AND PURPOSE STATEMENT

If an FBO has created a purpose statement in the past, they should use this opportunity to add to or improve it. If and where appropriate, prompt the participants to consider including something in their message about respecting, engaging and empowering women.

Objective

To develop the capacity to write a vision mission and purpose statement

Materials

- Flip Chart paper
- Marker pens
- Instructions

The participants remain in the same groups of 4 FBOs as in the previous activity.

For the cooperative they created in the previous activity they should write a

- Vision Statement
- Mission Statement
- Purpose Statement

The final task is for each group to select a representative to stand up and present their vision, logo and purpose message to the other groups.

Session 6: Developing the operational structure of a cooperative

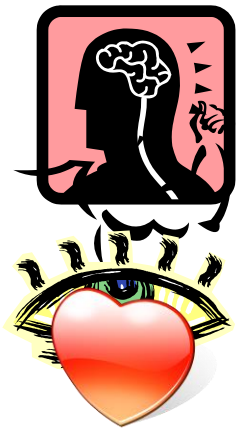
Instructions to Trainer

Do activity FIRST

Every organizations needs to have structure in which to operate. A body needs a skeleton – bones – a cooperative needs a structure. Just as organs are fixed to bones such as the muscles are fixed to the arms and legs a cooperative fixes post holders, such as the Chairperson, to a structure. In the case of a cooperative the bones are the rules which hold everything together.

Organizational structure and post holders' roles

A cooperative is normally divided into 4 parts called **Primary Organs**

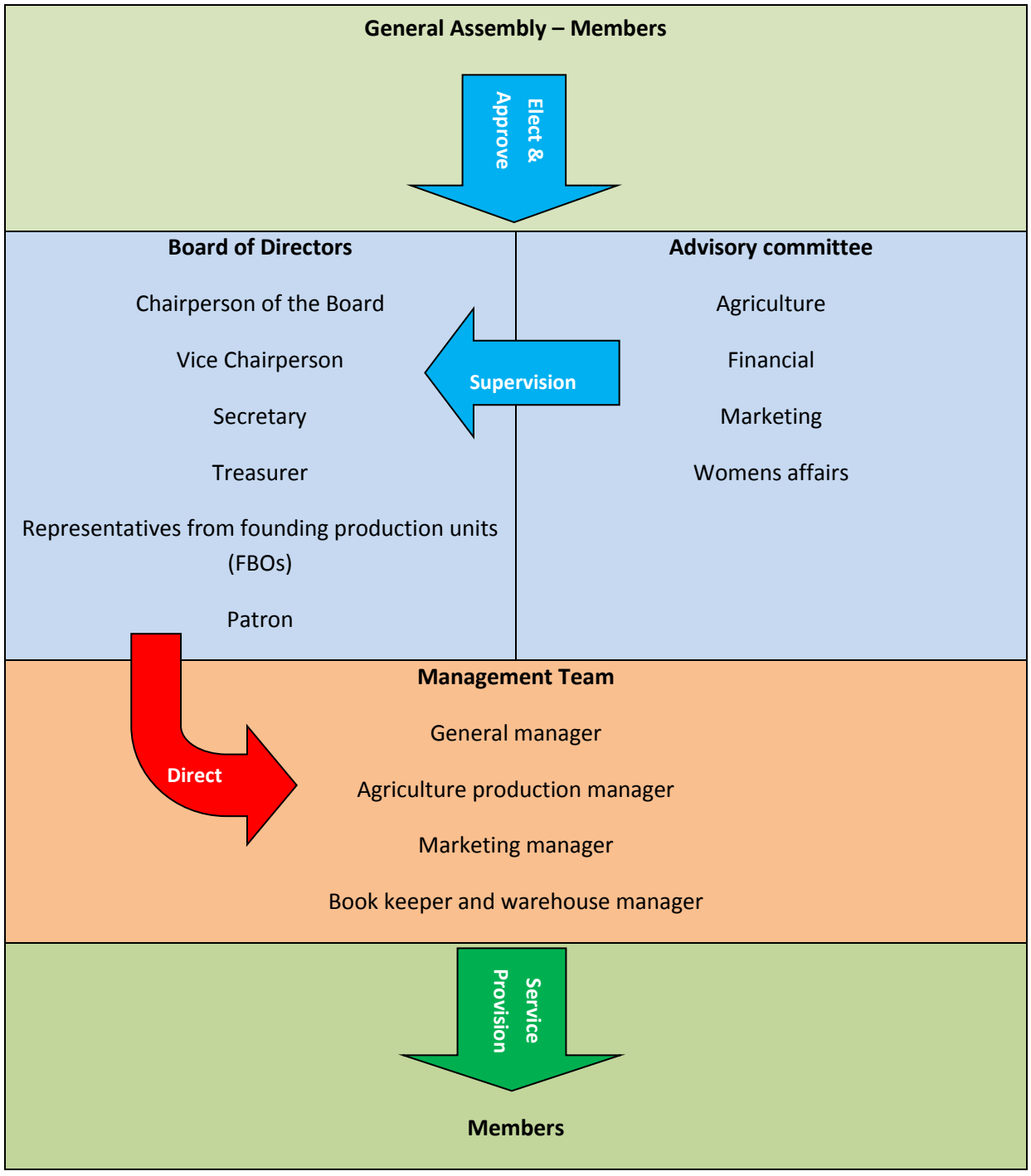


A Board of Directors: They provide **Governance** - direction and supervision of the cooperative management team

A management team: They **Manage** the cooperative as a business

An Adviser team: They ensures **Good Governance** by checking that the actions of the board of directors and management team follow the rules and regulations of the cooperative

The General Assembly – The Membership: They **elect** the directors and advisory board members and **approve** the appointment of members of the management team, cooperative plans and budgets



ACTIVITY –DESIGN THE STRUCTURE OF YOUR COOPERATIVE

Objective

Participants are able to explain the structure of their organization and the roles of each member in that structure

An understanding of what members should be doing and what rights they have.

Materials

Flip chart paper

Markers of various colors

Blue tack

Instructions

Break into the same groups of 4 FBOs as used in the previous activity.

On cards, one name on each card, write the name of a post in a Cooperative and function of the post holder

Arrange the cards on the wall showing the structure of the cooperative

Check the structures against the recommended structure given in the handout. Discuss and explain the role of any posts not appearing in diagrams or roles not correctly described.

Session 7: Fees, Shares and Profit Distribution

Instructions to Trainer

Present text FIRST

Every business needs money to run and expand and Cooperatives are no exception.

Businesses obtain money from three sources.

Investors – People who think the business will make money will invest money in the business. As a result they will own:

1. A share of the business, the value of which will increase or decrease according to the value of the business.
2. A share of the profits if it is decided that profits after investments in the business and provisions for reserves have left sufficient excess to allow profits to be shared amongst investors.

In both cases the size of the share in the value of the company and the share of the profit will be determined by the number of "shares" the investor has bought.

Profits – The money earned from the business after costs such as salaries and maintenance costs have been deducted will normally be used to invest in a further expansion of the business such as the purchase of new equipment or other competing businesses and build up cash reserves that can be used

to support the company when business is not good. In this case the business is the investor. It invests in itself.

Loans – a business can borrow money from banks to finance operating costs such as salaries, for buying and selling produce or investments in equipment that will allow the business to expand.

As borrowing money costs money – money has to be paid to pay for interest charges - this is the least attractive way of financing a business. Money from an investor or from profits will not cost the business anything and so are more attractive sources of money.

A cooperative is an unusual business in that it customers, the cooperative members, are also its investors and owners. Unlike other business a Cooperative will not raise money from investors who are not members. Normally only members can invest in the Cooperative. This is because the right to vote on important decisions is normally only given to those who have made investments in the cooperative. The investments normally come in two forms:

2. Fees – these are of two types
    a. A one of joining fee
    b. An annual membership fee
3. Shares – These are also of two types:
    a. Purchased share: To become a member of a cooperative it is usually necessary to buy a "share" in the cooperative. This means that if the Cooperative were sold the members would be entitles to receive a share of the value of the cooperative in proportion to the number of shares they own. Only "shareholders" have the right to vote during cooperative meetings. To retain that right it may be decided by the cooperative members that they should buy a share every year.
    b. Earned Shares: members may also earn a share when they do business with the cooperative. For instance when they make a purchase from the cooperative they will earn shares in proportion to the value of the purchases they make. Thus purchases of fertilizer, seeds, pesticides, tools and consumer goods would entitle the cooperative member to a share. Use of cooperative equipment such as a hammer mill or hire of a tractor would earn shares. Sale of produce such as maize to the cooperative by a cooperative member would also earn shares. If it was decided that the cooperative had earned sufficient profits after making investments and retaining a reserve to distribute profits to members then members would receive a share of these profits in proportion the number of earned shares they had obtained during that financial year. This payment is often called a "Dividend".

Cooperatives generally do not pay dividends as they aim to provide members with services at "wholesale" prices and so do not expect to make a profit after using income to pay for running costs, making investments and maintaining reserves. Cooperatives aim to provide members with cheap inputs, services such as tractor hire services and higher prices for produce purchased from members. They

achieve this by buying inputs and selling produce in bulkl and by sharing the use of equipment such as tractors amongst members. This is only possible if all members agree to buy, sell and hire from the cooperative. This provides the large market that allows the cooperative management to buy and sell in bulk. Equally cooperative members will only remain members if they obtain lower prices for inputs and services and better prices for their produce from the cooperative. Once Cooperatives fail to compete with other suppliers and traders then members will leave and the cooperative will no longer have the number of members required to bulk buy and sell. The result is that the cooperative will go into decline and finally collapse. Cooperative must therefore be efficiently run so that they compete with other input suppliers and traders and offer members better services.

ACTIVITY – THE MONEY GAME

Objective

The participants will learn how to use member's fees and shares and invest profits wisely.

Materials

See appendix 2

Instructions

- The training facilitator acts as a banker in this game
- Divide participants into 4 groups of 2 FBOs each
- Each group is to receive share and fee income of SSP50,000 using the false money listed in appendix 2
- Each group is given a list of investment possibilities
    - Buy tractor
    - Buy a hammer mill
    - Buy shop inputs
    - Trade in crops
    - Take out bank loan
    - Put money in reserve
- They select the investments using the money they have from fees and shares. The money is paid to the training facilitator who is acting as a banker.
- They are then given at random one of the profit or loss cards for the investment they made
- Profits are then calculated minus the cost of loans it they were taken.
- The group then decides on how they wish to use the profits, the capital and the next year's fees and shares they have for the next year.
- The exercise can be repeated as many times are required. Note changes in risk taken by participants.
- At the end of the exercise the groups are to report to other groups on their experience and recommendations.

Session 8: Organization Rules and Governance

Instructions to Trainer

Present text FIRST

Governance

What is governance?

"Governance is the framework of rules, relationships, systems, and processes by which the directors of groups run and control an organization."

What is good governance?

"Good governance is applying these rules and using the relationships, systems and processes in the correct way and in a way which is in the best interest of the members of the group."

Rules- internal rules of a Cooperative.
Relationships - between the directors of the board, advisors, managers, members and, to a lesser extent, employees and the community at large.
Systems and processes – these deal with matters such as delegation of authority, performance measures, reporting requirements, financial procedures and communication processes, and Cooperative service delivery mechanisms.
The governance structure of an organization spells out the rules and procedures for making decisions in an organization. It also provides the structure through which the objectives of an organization are set, as well as the means of attaining and monitoring the performance of those objectives. It refers to the actions of the main decision making body with respect to establishing and monitoring the long-term direction of that organization.
Governance is employing people at different levels in an organization to get tasks done. This involves empowering employees and management at different levels in the organization with the authority to make decisions. The different levels of people in an organization, starting from the chairman of the Board to the lower level subordinates, have a certain say in the day to day activities as well as decision-making. If the organization has empowered these levels with appropriate amount of decision-making authority, it assists the organization develop. It also improves the quality of work, productivity, adaptability and effectiveness of the organization. This is a result of the sense of responsibility that develops in individuals through authority delegation and participatory approaches.

What are the cooperative bylaws?

Bylaws are the set of rules that determine how the cooperative is run by the board of directors and the management team. They say what the board of directors can and cannot do, how decisions are made and who approves these decisions. The bylaws also state not only what services members will receive but what they must do to retain the right of access to these services. This includes rules about payment of annual fees, purchase of shares and rules about joining and leaving the cooperative. As members have the right to approve the actions of the board of directors and to elect board members they must

have a good understanding of the cooperative bylaws. Without this they will not be able to judge if the actions of the board of directors comply with the bylaws of the cooperative. Without this knowledge they would not be able to apply one of their major roles within the cooperative, that of ensuring the **Good Governance** of the cooperative**.**

The Constitution

The bylaws of a cooperative are presented in a document called a "Constitution". Every Cooperative must have a constitution. Without this it will not be possible to govern the cooperative. It tell members how they can become members of the cooperative and what their obligations are and how they can be removed from the cooperative. It tells them what is the composition of the governing board, their roles and how members are elected and removed from the board. It also provides guidance on how meetings should be called and conducted and on the financial management of the cooperative. It is also where the vision, mission and the purpose of the cooperative is stated. All members should sign the constitution to confirm that they will obey the rules of the cooperative and understand and agree to its objectives. A constitution, signed by all members of the cooperative, is also one of the documents required by the State Ministries of Agriculture, Rural & Cooperatives Development for registering a Cooperative as a legal organization.

To assist FBO members form a cooperative a model constitution is provided to all participants of this training. It contains the key items that should be present in a constitution but members of the cooperative should add or modify clauses to reflect the very specific needs of each cooperative.

The constitution of a co-operative must include-

1. the name of the co-operative;
2. the main objectives of the co-operative;
3. a description of the business of the co-operative such as trading in members produce, tractor hire, input Retailing or very special operations such as marketing Shea butter.
4. a provision stipulating that each member has one vote in all meetings of the cooperative ;
5. the minimum period of notice of general meetings;
6. the place where the registered office of the co-operative is located;
7. the minimum and maximum number of directors;
8. the term of office of directors, which may not be more than two years, and whether a director may be re-appointed for a second or further term of office;
9. the powers and restrictions on the directors of the co-operative to manage the business of the co-operative;
10. the requirements for membership of the co-operative;
11. the requirements for withdrawal of membership of a co-operative, including the necessary period for the notice of withdrawal and repayment of shares, and any provisions relating to the liability of a member for a specified period after the date of withdrawal,;

12. a provision relating to the manner in which a portion of the surplus that is transferred as a reserve to a reserve fund may be utilised;
13. provision for the distribution of the assets of the co-operative on its dissolution;
14. the financial year of the co-operative;
15. procedures for the application of membership to the co-operative, which should be in accordance with co-operative principles;
16. a provision for the rights and obligations of members;
17. a provision for the transfer of membership, member loan and membership share;
18. the conditions and processes for the termination of membership;
19. the conditions and processes for the suspension of membership;
20. the structure for decision making whereby members can participate in decision making processes in a democratic and participatory manner;
21. provisions for annual general meetings and special general meetings, including the manner in which such meetings are convened, the necessary periods of notice, the election of a chairperson and provisions for the proposal of resolutions that should ensure democratic decision making;
22. a provision for the period of notice for general meetings and must state the conditions and processes to be followed when requesting a general meeting;
23. a provision for the tabling and adoption of resolutions;
24. the determination of quorums for general meetings and must ensure that the quorum provides for adequate member control and decision making;
25. a provision relating to the manner in which voting may be conducted;
26. the conditions and processes for requesting a general meeting;
27. a provision for the appointment of directors, on condition that only members may be appointed as directors;
28. the conditions for vacation of office by directors and the filling of any vacancies in a manner that ensures democratic accountability to the members;
29. the conditions and processes for the appointment of the chairperson, vice chairperson and acting chairperson; and
30. the conditions under which a board of directors may delegate functions to a director or committee or manager;
31. a provision relating to the manner in which a portion of the surplus that is not transferred to the reserve fund, may be utilised.

The constitution of a co-operative may include-

1. Special objectives of the co-operative eg the marketing of a specialist product such as Shea butter nut oil;
2. a provision for a member to appoint a proxy to attend and vote at a general meeting on that member's behalf: Provided that no person may act as a proxy for more than 20 per cent of the members entitled to vote at a meeting;

3. Provision for people who want to provide support to the co-operative without themselves becoming members to be appointed as associate members;
4. a provision relating to the manner in which the supervisory committee may be constituted;
5. provision for the settlement of disputes between members of the co-operative;
6. Provisions where members are required to hold shares
7. Where a member is required to hold shares in a co-operative upon application or acceptance as a member, the constitution of a co-operative must provide-
    a. For the minimum number of membership shares to be issued to each member;
    b. For the nominal value of the shares;
    c. whether the membership shares are to be issued fully paid up or not fully paid up, and the conditions under which shares are to be paid;
    d. For the circumstances under which additional shares may be issued to members;
    e. For the maximum percentage of the share capital of a co-operative a member may hold.
    f. For the circumstances under which shares issued to a member may be redeemed.

ACTIVITY – BYLAWS HUNT

Objective

Participants will be able to improve adherence to the bylaws by knowing how to find and reference information in them.

Materials

- Flip chart paper
- Markers of various colors
- 5 copies of example constitution with bylaws for each group
- Photocopy of list of topics for bylaws scavenger hunt

Instructions

Divide the participants groups of 4 FBOs and provide each group with a copy of the example cooperative bylaws. Provide each group with a list of approximately seven topics they must find in these bylaws. Next to each topic on their list, they must write the section number where the information or answers are found in the bylaws. The facilitators should circulate among the groups to find out when each group has finished finding all the topics.

Possible Topics

The facilitators can modify this list depending on additional information they have gathered about the cooperatives during the initial meeting.

- The corporate objective or purpose
- Requirements for the members' share subscription

- Members' rights and obligations
- Criteria and conditions for members' withdrawal or expulsion
- Modalities for keeping books and other records
- Modalities for convening meetings of the organs of the cooperative and of regional meetings
- Composition of the board of directors
- Procedures for amending the by-laws
- Maximum term of president
- Announcing meetings
- Explanation of minutes
- Rules on how voting is conducted
- Explanation of the manager's role in board meetings
- Explanation of how new members are adopted
- Explanation of how complaints against members are handled
- Explanation of how expulsion of members is handled

Example

	Topic	Section of Coop Bylaws
1	The corporate objective or its purpose	Section 1.1
2	Requirements for the members' share subscription	Section 1.6
3	Members' rights and obligations	Section 2.3
4	Criteria and conditions for members' withdrawal/expulsion	Section 2.5
5	Modalities for keeping books and other records	Section 1.4
6	Modalities for convening meetings of the organs of the cooperative organization and of regional meetings	Section 4.5
7	Composition of the board of directors	Section 3.1

ACTIVITY – ROLES OF EACH COOPERATIVE POST HOLDERS

Objective

Cooperative leaders will be able to communicate their roles, as well as the roles of the organs and other leaders, and will identify ways to improve their roles.

Materials

- Flip chart paper
- Markers
- List of responsibilities

Instructions

This activity will help the participants differentiate the responsibilities among the primary organs: the general assembly, the advisory committee, the board of directors and the manager and his/her employees.

Divide the participants into groups of 4 FBOs. The facilitator reads each of the 30 responsibilities in numerical order.

For example: “Number one, which organ elects members of the board of directors, the supervisory committee and other committees?”

Each group will then discuss the responsibility and place the number in the correct column.

Then the facilitator reads the second: “Number two, which organ directs the cooperative organization?

After the facilitator has read through all 30 responsibilities in numerical order and the small groups have entered all the numbers into one of four columns, the facilitator asks the various groups to read the numbers they have in each column. If other groups disagree with the category in which numbers were placed, then the facilitators moderate a discussion to clarify the responsibilities.

General Assembly’s responsibilities

- 1 Elects members of the board of directors, the supervisory committee and other committees.
- 6 Discusses general business of the organization of which notice has been given to the members in the manner prescribed in the bylaws of the organization.
- 7 Gives decision on the audit report.
- 11 Meets at least once per year for assembly meetings.
- 16 Approves the minutes of the preceding general meeting, admits new members.
- 21 Approves the annual work plan and budget.
- 23 Decides on how the annual net profit of the cooperative is distributed.
- 26 Amends the bylaws governing the cooperative organization.
- 30 Decides on joining other cooperative organizations to form unions, federations and confederations.

Advisory Committee’s responsibilities

- 5 Supervises the management of the cooperative organization once every three months and whenever necessary.
- 8 Supervises the functioning of the permanent internal auditor of the cooperative organization.
- 15 Helps in disseminating to the members the laws, bylaws, resolutions and guidelines to create understanding and harmony in the cooperative organization.
- 25 Verifies that the board of directors and other organs implement all the decisions made to protect the general interests of the members of the cooperative organization.

Board responsibilities

- 2 Directs the cooperative organization.
- 4 Prepares the general assembly meeting.
- 10 Drafts the internal regulations of the cooperative organization.
- 12 Examines and recommends the admission of new members.
- 13 Submits the activity report and the financial statement of the cooperative organization to the general assembly.
- 14 Prepares the draft budget for the following year.
- 18 Initiates profitable projects for the cooperative organization.
- 20 Signs contracts in the name of the cooperative organization.
- 24 Manages the cooperative organization's property.
- 27 Monitors the financial situation.
- 29 Represents the cooperative organization before the law.

Manager's responsibilities

- 3 Supervises management of resources or ensures cash is managed in the absence of accountants.
- 9 Takes care of sale products, assets, houses, human resources and other assets of the cooperative.
- 17 Prepares the business plan of the cooperative organization.
- 19 Plans and coordinates daily activities of the cooperative.
- 22 Ensures that the secretariat tasks and filing (incoming and outgoing mail) is done.
- 28 Assists the board of directors and builds partnerships with other stakeholders.

Answer key

General Assembly (Members)	Advisory Committee	Board of Directors	Manager & Staff
•1	•5	•2	•3
•6	•8	•4	•9
•7	•15	•10	•17
•11	•25	•12	•19
•16		•13	•22
•17		•14	•28
•21		•18	
•23		•20	
•26		•24	
•30		•27	
		•29	

Session 9: Making decisions in a cooperative

Instructions to Trainer

Do activity FIRST

Decision making

A cooperative, like any business, has a board of directors that directs a management team. The board makes decisions about operating issues such as when to call meetings and when to make payments and the management team makes decisions about the day to day operation of the cooperative such as when to hire a tractor or sell a stock of maize.

These types of decisions require the approval of only one post holder, perhaps in consultation with other board members

The membership – General Assembly – makes decisions about who should run the organisation and approve major activities such as the cooperative budget, purchases of large pieces of equipment such as a tractor or whether to accept another FBO into the cooperative.

These decisions need to be made by a group of people – the General Assembly. They need to be made by the majority of the General Assembly and to do this a tool called voting needs to be used.

Democracy and Voting

One of the key values of a Cooperative is Democracy – one member, one vote (see session 2).

Democracy in the context of a Cooperative implies that the members elect a group of people – board of directors – to represent their interests and direct their cooperative.

Elections are conducted through a process of voting. Each member has one vote. Each member votes for the person they think will be the best person for that particular post. The person who receives the most votes wins the election and is appointed by the Cooperative.

Voting should be done in private and anomalously. This will avoid voters being influenced by those who are being elected or by those supporting a specific issue. Voting can be used as a tool for selecting the person the majority considered is the best person for a particular post. Voting can also be used as a toll for making decisions. Members vote for the thing they consider is the best. The option to receive the most votes is the one adopted by the Cooperative.

ACTIVITY – THE BEST DRESSED MAN COMPETITION

Objective

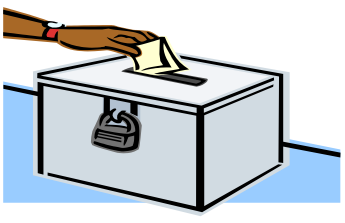
Participants will learn how to organize an election

Materials

- Cards on which to write a number
- Marker pens
- Voting box with lid into which a slit has been cut
- Certificate and prize for best dressed man.

Instruction

1. The facilitators ask participants to nominate the names of 5 participants that they think are the best dressed men in the meeting.
2. The names of the first five to be nominated are written on a flip chart paper.
3. Each participant then, one at a time goes behind a screen to write on the voting card the name of the person they think is the best dressed man. The card is folded in half while still behind the screen.
4. The participant then puts the folded card into the voting box in full view of all the participants.



5. When all participants have voted the box is emptied and the votes for each person nominated are counted. The final number for each person nominated is written against their name on the flip chart paper.

6. The one with the most votes is declared the best dress man at the workshop and is then given a certificate and a prize.

Debriefing

The same method can be used for electing members to posts and for making decision

Session 10: Leadership

Instructions to Trainer

Present text FIRST

Accountability and Authority

Cooperative leaders – the Board of Directors – are accountable for the actions of the Management team to the General Assembly (members) but do not have the authority to spend Cooperative money.

Managers are responsible for their actions to the Board of director but have authority to spend cooperative money according to a budget approved by the General Assembly.

Unlike an FBO where the Board of Directors are also the managers of the group in a Cooperative leadership and management functions are separated. The Board of Directors and the Chairperson in particular, lead the organisation where as the Management team implements the activities of the cooperative. These two functions are separated so that those with management functions report to a body that has accountability functions.

E.g. the board of directors could not be both accountable for how money was spent and at the same time have authority to spend money. They could spend money and then say it was well spent. By separating accountability from authority those with authority are made responsible to those who are accountable to the membership and those with accountability functions are not authorized to spend money.

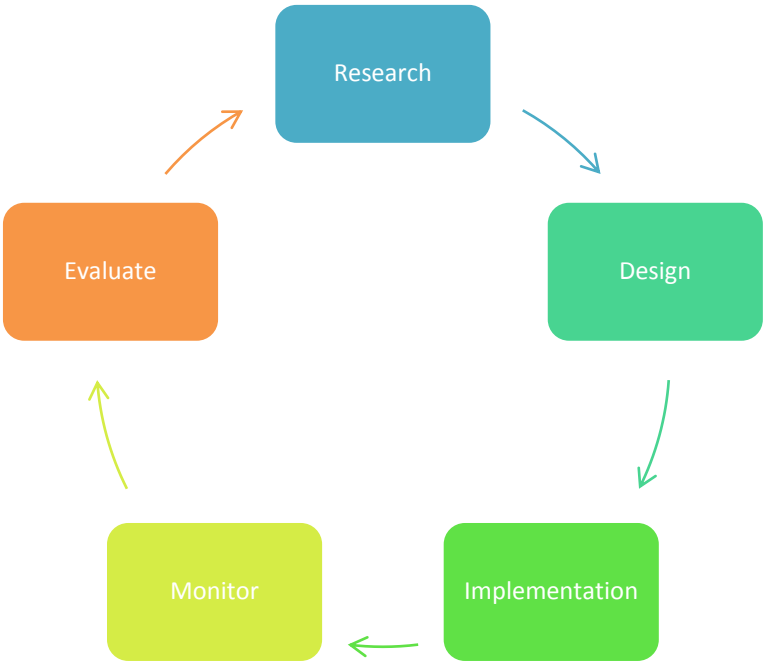
Leaders

Leaders have a vision of what the cooperative should do, where it is going.
They create organizations and set their direction. Leadership goes beyond management to include the influencing and inspiring of the social force that drives organizations and people towards a common goal. Good, dynamic leadership, together with good governance and good management, ensures the success and development of organizations.

Management

Managers turn visions into reality. They have the ability to turn ideas and concepts into practical actions. They make it possible for an organization to achieve what it intends to achieve. It does so by combining various resources like people, time, tasks, money, materials, information, facilities, skills and technology into a total system and using them in a systematic and efficient way to achieve the results.
The process basically involves establishing objectives, directing and coordinating people and resources for the attainment of the objectives, and evaluating whether and to what extent the objectives have been achieved. Evaluation of the results leads to the reformulation of the objectives for the next cycle.

Project cycle diagram



Research – Study problem and identify a solution.
E.g. the cooperative finds it difficult to sell their cassava flour. Buyers say they prefer cassava flour from Uganda because the quality is better. The cooperative management need to find out how Ugandan farmers process cassava, determine if Cooperative members have equipment and finance to use the same methods and determine if it would be possible to make cassava flour with the same quality for less money than Ugandan farmer and still make a profit. The management need to find out if finance, new equipment and training is needed and where it will come from.
Research will provide information needed to prepare a plan such as:

- What will you need (equipment)?
- Will you need to train staff?
- How many customers?
- What will it cost?
- What will it cost to run?
- How much can the cooperative charge?
- How much profit will the enterprise make?
- Where should it be located?

Design – Prepare a plan.
E.g. If high quality cassava flour can be produced by cooperative members for less than Ugandan flour and still make a profit make a plan for:

- Training
- Equipment supply
- Finance – credit
- Marketing – link to buyers

The plan will include the three WWWs – Who, Where and When will things be done
Implementation – Putting things into practice
If the plan is approved by the Board of Directors it is implemented.

Monitoring – Checking that things are done according to the plan
E.g. was the training done, who attended and was the training up to standard
Evaluation – Did the project have the desired impact?
E.g. were farmers able to sell more cassava? Did they earn more money, how did they use the money
Project Re-Design - The evaluation will help the management team improve the project.
E.g. men found it difficult to persuade women to change to the new methods with the result that less cassava was processed than expected. The team therefore decides to include more women in the training program.

ACTIVITY – DESIGN A PROJECT CYCLE

Objective

Cooperative Leaders understand how to design a project

Materials

- Flip chart paper
- Colored card
- Marker pens

Instructions

Divide the participants into groups of ten
Each group is assigned one of the following projects

- Maize mill Project
- Tractor hire project
- Maize sheller project
- Onion production project

For each project participants are asked to list what they would do under each step in the project cycle

1. Research
2. Design
3. Implementation
4. Monitoring
5. Evaluation

Participants will need plenty of help and hints with this exercise. Pass from group to group helping and suggesting
After completion each group will present their project cycle plan to the other groups.

Session 11: Meetings and Communication

Instructions to Trainer

Present text first

Approval and Accountability function of the Cooperative leadership are done through meetings and communications with the general Assembly. How these are done determines how well the leaders govern the Cooperative. Properly managed meetings and communications will result in Good Governance.

Example list of common meeting rules:

Planning • Announce the meeting in writing. • Include meeting time, date, venue and purpose of meeting. • Give plenty of notice, more than one day
Conducting • Start on time • Make sure the minimum number of participants is present (quorum) that are required in the Coop bylaws to make a meeting valid are present before starting the meeting. • Write the list of topics to be discussed during the meeting on a board so that all can see. • Explain why the meeting is required, read out the discussion topics and explain them. • Ensure the secretary is present and records the main discussion and agreements from the meeting. • Ensure everybody, particularly women, present at the meeting are given an opportunity to speak. • For each topic discussed actions agreed upon should be recorded on the board. The meeting should agree on who will be responsible for ensuring action will be implemented, what type of assistance they will need and when the activity will be completed • Before closing the meeting you should ask participants if there is any other business (AOB) they would like to discuss. Try and keep the list of AOB short and confined to those topics that require the participation of other members in the discussion.

ACTIVITY – CONDUCTING MEETINGS

Objective

Participants are able to plan and conduct meetings.

Materials

- Flip chart paper
- Markers of various colors
- Copies of the example Cooperative constitution and bylaws

Activity 1 - Meeting Requirement

This activity will clarify the requirements and stipulations for planning and leading cooperative meetings.

Instructions

Divide the participants into groups of four FBOs and provide each group with a copy of the example Cooperative constitution and bylaws, a piece of flip chart paper and a marker pen. Instruct the groups to make a list of all of the rules explained in the example Cooperative constitution and bylaws that pertain to *planning* a meeting and *conducting* a meeting. The facilitators should then instruct the groups to report back to the meeting.

Activity 2 - Scenarios on Meetings

This activity provides participants with two scenarios (see below) in which they can apply their understanding of meeting protocols.

Instructions

The facilitators divide the participants into groups of 10. They assign two groups to scenario 1 and two groups to scenario 2, and they instruct the groups to read the scenario and identify the things that the fictional cooperative did well and the things it did incorrectly.

When the groups are finished and reconvene, the facilitators ask someone to read the story and then have both groups report back on their findings. After the first scenario is read and reported on, the facilitator asks for someone to read the second scenario and the other two groups deliver their debriefing on it.

Scenario 1:

In the first story, the members of Cooperative A have been extremely busy. Then one day they realize that the end of December is quickly approaching and they need to hold their annual general assembly meeting. Because some of the farmers and board members are planning on going to a meeting at the end of the month, they decide to schedule the meeting for December 15, which is tomorrow. They know they need to send the announcement out as quickly as possible, so they call the cooperative's representatives in each village to let everyone know the time and location of the meeting.

What did they do right?

What did they do wrong?

Scenario 2:

It is the day of the general assembly meeting. People are slowly arriving at the location, and the president decides to wait to start until more people fill the seats. There are few important things to talk about, so the president decides that this meeting is a good opportunity to check and see what problems the members might be having. When the meeting finally begins, an argument erupts between the vice president and a member about payments for maize. Most of the assembly watches as the two men argue with each other. The argument lasts a long time and really disrupts the meeting. Toward the end of the meeting, the president remembers he wanted to explain some new things he learned recently about post-harvest handling, so he stands in the middle of the group and demonstrates some new skills

he learned. At the end, as people were leaving, the secretary speaks with a few women who say that they are frustrated that they did not have a chance to talk about activities planned for the season, but they were happy to learn about the new post-harvest handling skills.

What did they do right?

What did they do wrong?

ACTIVITY – GOOD COMMUNICATIONS

Objective

Participants are able to create a communications plan for internal and external stakeholders.

Materials

- Flip chart paper
- Markers of various colors

This activity will help participants identify their major audiences and determine *who* is responsible for communicating *what* information to each audience.

Instructions

Have the entire group do one brainstorming activity to answer this question: "Who are the people and groups inside and outside of our cooperative with whom we must communicate?" Try to provide hints and lead them along (without spending too much time) to generate a list that includes, but is not limited to:

- Vendors/input suppliers
- Members
- New potential members
- Buyers
- Government/local authorities

Then divide the participants into 5 groups, one for each of the audience groups identified (buyers, local authorities, government, etc.). Each group then answers two questions about the audience they have been assigned to:

What do they need to know?

Who communicates with them?

As groups are brainstorming on the two questions, the co-facilitators should visit the groups and prompt them, using the examples below as a guide.

Buyers

- Potential crop early in the season
- Specifications on condition, volume, value, and dates of availability.

Vendors/input suppliers

- Type, amount and timing of seed and fertilizer

New members

- Benefits of joining the cooperative
- Targeted messages that will attract new women members

Government / local authorities

- Advocacy
- Processing, collateral
- Permits, price subsidies

Current members

- Post-harvest handling standards
- Delivery times of inputs
- Current activities
- Are women getting the same technical, agricultural and informational services as men?
- Plans for the next season
- **Session 12 Leadership Behavior & Conflict Resolution**

Instructions to Trainer

Present text FIRST

Conflicts within an organisation if not resolved quickly can quickly destroy an organisation. They tend to lead to the formation of factions within an organisation which instead of working together (remember the lessons from session1) work against each other breaking the organisation apart. Good leaders know how to resolve conflicts before they become destructive. The behaviour of leaders can also be the cause of conflicts and so it is important that leaders understand their responsibilities and roles in preventing and resolving conflict.

Conflict resolution is an art that requires a wise and experienced leader and considerable diplomacy skills. A few rules, though, will help leaders steer a path through this difficult subject.

Conflict Resolution Process

Introduce the simple conflict-resolution methodology described below (1. What, 2. Why, 3. Options) with a simple example, such as two people wanting to eat at different restaurants.

1. WHAT - Define the disagreement

Example: Tim and Louro are working in Yambio. Tonight, they can't agree on where to eat. Tim wants to eat chips at the hotel. Louro wants to eat at a restaurant in the market.

2. WHY- Explain why they want it their way

Example: Tim has a lot of work to do and wants to stay in the hotel.

Louro wants to eat Posho but the hotel does not serve Posho. He also wants to see the city.

3. OPTIONS List the options and find a win-win situation.

Example:

Option	Tim	Louro
Eat at the hotel		
Go to a restaurant		
Louro can help Tim do his work at the restaurant.	 The restaurant is dark and noisy.	
They can order the restaurant to deliver the posho to the hotel.		 Louro wants to see the city.
Louro can help Tim do his work at the hotel and then they can go to the restaurant in the evening.		

Explain:

"Now we add an additional nuance by asking 'Is it a problem or conflict?' Many of the day-to-day challenges we face are more than just conflict, they are infractions to laws. The above methodology works for conflicts, that is, disagreements between people. But when people break rules or laws, then the situation becomes a larger problem."

In summary, there are four main steps in solving conflicts:

1. Is it a conflict? Or is someone breaking the rules/law?
2. If it's a conflict, define what it is about.
3. Explain why the different parties want their way.
4. List the options and determine which provides a win-win solution.

ACTIVITY – CONFLICT RESOLUTION

This activity provides participants with a chance to practice conflict resolution.

Objective

Participants are able to practice basic conflict resolution skills and develop a simple methodology for dealing with common conflicts that arise in cooperatives

Materials

- Flip chart paper

- Markers of various colors
- More difficult examples

Instructions

Divide participants into groups of 4 FBOs. Assign one of the five scenarios to each of the groups. Instruct them to read the scenario description (or the facilitator can read them to the participants) and instruct them to find win-win solutions for each challenge.

Remember the 4 steps to use when resolving a conflict.

1. Is it a conflict? Or is someone breaking the rules/law?
2. If it's a conflict, define what it is about.
3. Explain why the different parties want their way.
4. List the options and determine which provides a win-win solution.

Scenario 1:

A woman head of household delivers product that does not meet the cooperative quality standards. As a result the cooperative does not want to purchase the maize from the woman, but she has been a good, supportive member who is active in assembly meetings. Refusing to purchase from her will jeopardize the livelihood of her family.

Hint: What is the cooperative's policy?

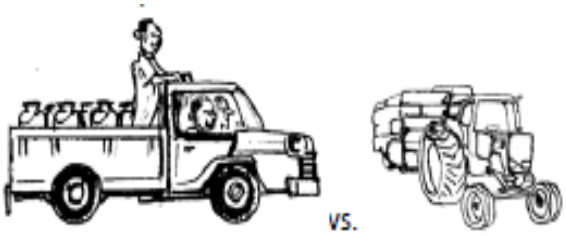
Scenario 2:

A small group of directors think that it would be wise to purchase a truck so that the cooperative can stop paying for renting transportation.

Hint: Will it pay?

Scenario 3:

One group of members wants to invest in a truck to help with transportation and another group wants to invest in a tractor. The general assembly supports both sides.



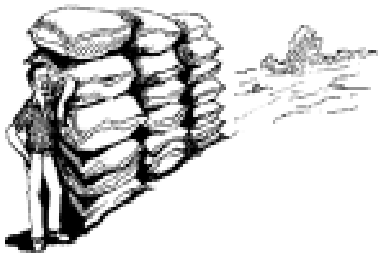
Hint: Who will approve the investment?.

Scenario 4:

The president of the cooperative refuses to step down after serving his maximum time in office as prescribed by the cooperative bylaws.

Hint: Check the bylaws.

Scenario 5:



The cooperative wants its members to deliver their grain to the warehouse door. A specific group of farmers down a large hillside say it is easier for the cooperative to pick up the bags of grain with a truck, rather than having each farmer struggle up the hill on donkey.

Hint: Find a win-win situation.

Session 13: Planning

Instructions to Trainer

Present text FIRST

Planning is a management tool. With a plan it is possible work out **W**hich things will be done, **W**hen they will be done, **W**ho will do them and **W**here they will be done and **H**ow they will be done. This will ensure things are done on time, nothing is forgotten, not done in a hurry and not at the last moment.

Although a tool for managers the Leaders of the Cooperative also need to plan activities such as meetings, elections, training programs and other Cooperative activities

ACTIVITY: PLANNING THE CREATION OF YOUR COOPERATIVE

Objective

This activity will help participants plan the formation of their cooperative

Materials

- Large sheets of flip chart paper
- Rules for drawing rows and columns
- Different colored marker pens

Instructions

1. Each FBO group to work alone.

2. Ask each group to study the suggested steps for forming a cooperative given in session 3.

3. Ask each group to create an action planning chart for each step in the formation of the Cooperative on a flip chart paper. **Step ……**

Tasks	**Where**	**When**	**Who**
1			
2			
3			
4			
5			

4. Each FBO group should complete a chart for each step in the formation of the cooperative.

5. When the groups have completed the chart, ask them to present the plan to the other groups.

APPENDIX D: COOPERATIVE CAPACITY DEVELOPMENT: MODULE 2

Trainers Module

Module 2 - Marketing and the Value Chain

Objective

To help FBO members negotiate with buyers and identify investments that will help them increase the value of the products they sell.

What Participants will learn.

FBO members will understand what determines market prices and where value is added to products

Marketing

Cooperatives are formed with the aim of helping members produce and market products. By working together instead of alone members believe that they will be able to share training, equipment and marketing opportunities. They believe that by buying inputs in bulk for the whole cooperatives rather than small amounts for individual members they will obtain inputs at discount prices. Similarly by selling of member's produce together they believe that they will obtain better prices and easier access to markets than would be the case if they sell individually.

Module Design

The FARM Project is designed to rapidly increase agricultural productivity of Maize, Sorghum, Cassava and Groundnuts, increase trade, and improve the capacity of producers, private sector and public sector actors in South Sudan to develop commercial smallholder agriculture. A major activity of the project has been to develop Farmer Based Organisations (FBO) from existing farmer groups into organisations that can manage the group production and marketing of crops. Through this approach it has been possible to provide FBOs with grants for tractor ploughing and seed purchases and to provide framers in groups with training in Good Agricultural Practices (GAP). A number of these FBOs have now produced good surpluses and are now ready to market these crops. This would be made easier if FBOs were to group together in a cooperative structure in which marketing from cooperative managed marketing points could be organized. It would also allow the FBOs to gain access to other services such as value adding through milling and marketing flour, cooperative managed stores, equipment hire and finance. A number of FBOs have demonstrated their ability and interest in making this transition to Cooperative status.

In the first module in these series of training modules FBOs considering joining with other FBOs to form cooperatives were given training in how to make this transformation and and in how to lead and govern a cooperative. For this module it is assumed the FBOs went ahead and formed cooperatives. Now they have to make the next step – sell something.

In this module participants will learn how markets work, where they fit into a value chain and how they might market higher up a value chain by value adding through bulking and processing. Later we will look at when we need to market, how to calculate if we have made a profit from our enterprises, how to prepare contracts and negotiate deals. We then look at the advantages and challenges involved in collaborating with other Cooperatives. Finally we make a marketing plan.

Session 1: Marketing and compromise

Marketing involves two people or groups of people, the seller and the buyer. The seller wants to obtain the highest price possible but the buyer wants the lowest price. If the seller is going to sell his or her product and the buyer is going to buy the product they will have to reach an agreement – compromise - where by both the seller and the buyer feel they have obtained a price that will allow them to make a profit and is as good if not better than the price they could have obtained from another seller or buyer.

For both the buyer and the seller the option always exist not to sell or buy if they think they can get a better price from another seller or buyer. For both seller and buyer knowing the price given by other sellers and buyers is therefore very important. This helps them negotiate a better price as the other person (buyer or seller) know that they can get a better price elsewhere.

A better price may involve finding another buyer or seller. If they are in the same market place then that will not incur many costs, just a little more time, but if it is in another market that will incur transport costs and more time. A better price may involve waiting until prices rise. This may not happen and if it

does the cost of keeping the product in good condition free of pests and diseases may be higher than any gain in the price.

Thus the decision to buy or sell at any particular time and place depends on a number of factors that determine if it is better to accept the price offered now or go elsewhere to sell or wait until prices rise.

ACTIVITY- MARKETING SCENARIO

Objective

Participants understand that there are always two parts to marketing the, the seller and the buyer, who are seeking two opposite results – highest price possible and the lowest price possible. To resolve that problem both parties need to compromise and reach an agreement.

Materials

1. Flip chart paper
2. Markers of various colors

Instructions

1. Break the participants into two FBOs each
2. Present the scenario below on the power point projector.
3. Ask the groups to write down the lessons learnt from this scenario and suggest how the conflict between the farmer and trader could be resolved.

I have 10 bags for sale

But the price Yambio is 8 pounds a gallon

I demand 8 pounds a gallon

I demand 8 pounds a gallon

!!!

YES, YES - I will buy for 7 pounds a gallon

But I need money to cover my bicycle repairs!!

If I buy from for 8 pounds I must sell in Yambio for 10 pounds to cover costs and profit. Nobody will buy at that price!!!

I can buy maize from Uganda for 8 pounds.

You keep your maize!!!!

Session 2: The value chain

This is the chain of buying and selling that happens between the farmer selling and the consumer eating food. Often food is bought and sold many times before it is finally eaten. Each time the product is bought and sold the seller aims to make a profit. In some cases the trader is buying small amounts from many sellers so that the trader can sell a large volume to an even bigger buyer. In other cases the buyer transforms the product into something else such as maize flour that has a higher value that the original product. The value of the product therefore increases at each step. If there are many steps on the chain then the value of the product will increase many times from the price at which it was sold by the farmer to the price at which it is finally bought by the consumer. The price the consumer pays will often be more than 3 times the amount the farmer received for the crop. Farmers and FBOs can try and jump one or more steps in the value chain by investing in equipment that allows them to add value to their crop..

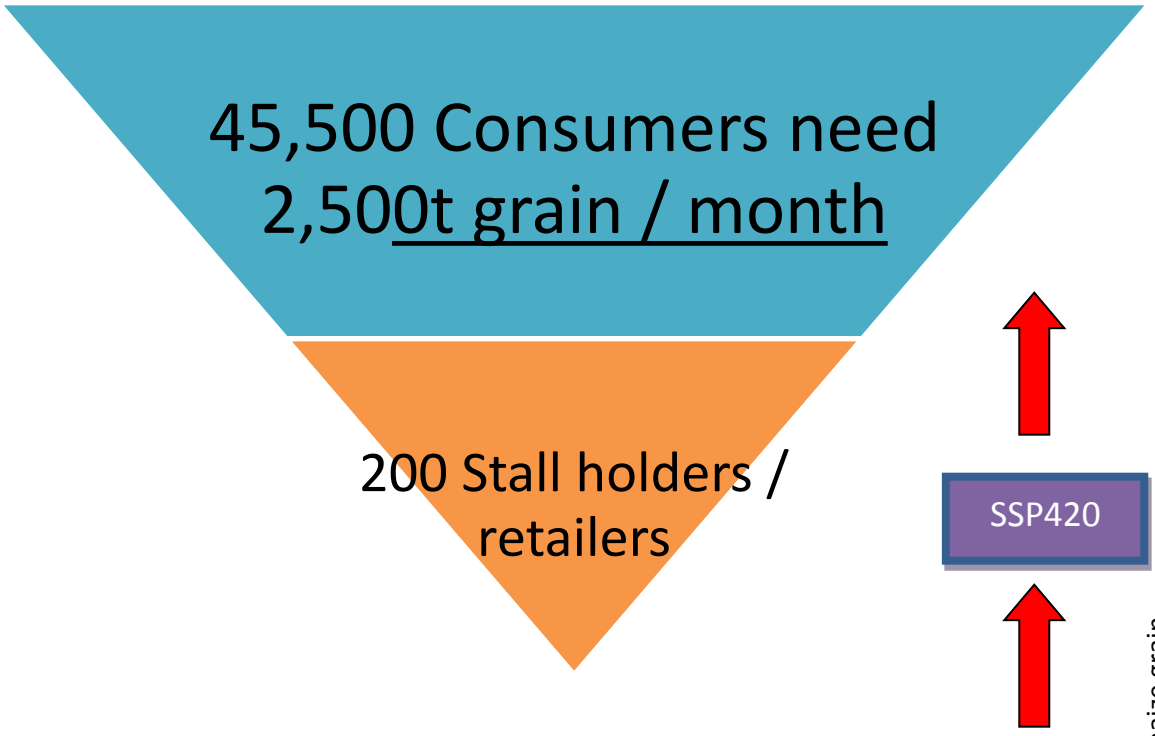
Below is a typical maize value chain for a farmer who is not a member of a cooperative. Note that in South Sudan most maize flour comes from Uganda with the result that few maize mills with the capacity to sell maize flour in bags exist.

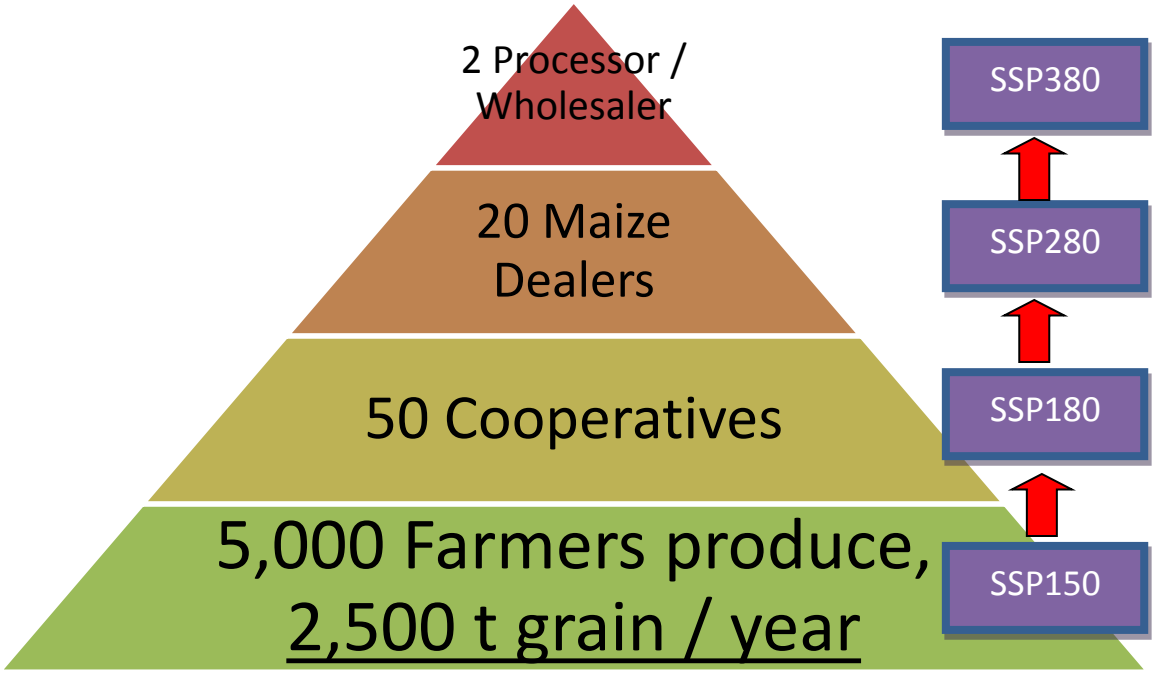
	**Consumer**	Julio is an engineer. 50,000 urban families like Julio and his family need 50kg flour every month. He buys from Paul for SSP190 for each 50 kg bag. He earns SSP500 each month. After paying rent, electricity, school fees and other costs he has little money left to save for old age.
	**SSP420 / 50kg**	Paul buys maize flour from processors like Mr. JIT for SSP170. He sells to 250 customers. It costs SSP10 on each 50 kg for the stall rent, transport and to cover losses through rat damage. He needs SSP10 profit on each 50kg he sells to feed his family.
	**SSP380 / 50kg**	Mr JIT in Juba buys maize for SSP280 from 10 maize dealers like Alex. He can produce 90kg of maize flour from 100kg of grain. It costs SSP10 to mill 100kg and the bran produced from 100kg grain is worth SSP10. The 90kg of flour therefore costs SSP280 or SSP155 / 50 kg bag. With bagging and profit Mr. Jit sells flour to 100 shops for SSP170 / 50kg bag.
	**SSP280 / 100kg**	Alex the Maize dealer buys maize from 10 maize buyers like Peter for SSP180 each 50kg. It costs SSP10 to load truck and SSP50 to Transport in 20 ton trucks to Juba costs Alex needs profit of SSP40 on each bag to feed his family.
	**SSP180 / 100kg**	Peter the village maize buyer buys maize from 50 farmers like D&A for SSP150 each 100kg. It costs SSP10 for each 50kg for bicycle spares. Peter need SSP20 each 100kg to cover his living costs and feed his family

	**SSP150 / 100kg**	Duku and Angua work all year to produce 250kg of maize for sale. They use the income to buy cloths and books for their children

Where does the food I sell go to?

Look at the diagram below. 50 cooperatives with 100 members each producing 500kg surplus a year for sale would supply the 45,500 consumers in Juba for one month. To feed Juba for a whole year there would be a need for 600 Cooperatives with 60,000 members. This indicates that the potential for farmers to find a market for their surpluses is very high. Note also how the cost of a bag of maize increases as it passes up the value chains.





ACTIVITY- MAKING A HUMAN VALUE CHAIN

Objective

Participants develop an understanding of how the things they sell finally end up eaten by the consumer

Materials

- 3 sets of Cards with the names of the people or organisations involved in a value chain

1. Input dealer	9. Extension officer
2. Farmer (member of association)	10. Financial institution
3. Farmer (not in association)	11. Large-scale buyer
4. Cooperative	12. Mill/Processor
5. Local trader	13. Exporter
6. Local rural market	14. Urban supermarket
7. Wholesaler	15. Consumer
8. Transporter	16. Consumer (in another country)

- Flip chart paper
- Marker Pens
- Pins
- Blue tack

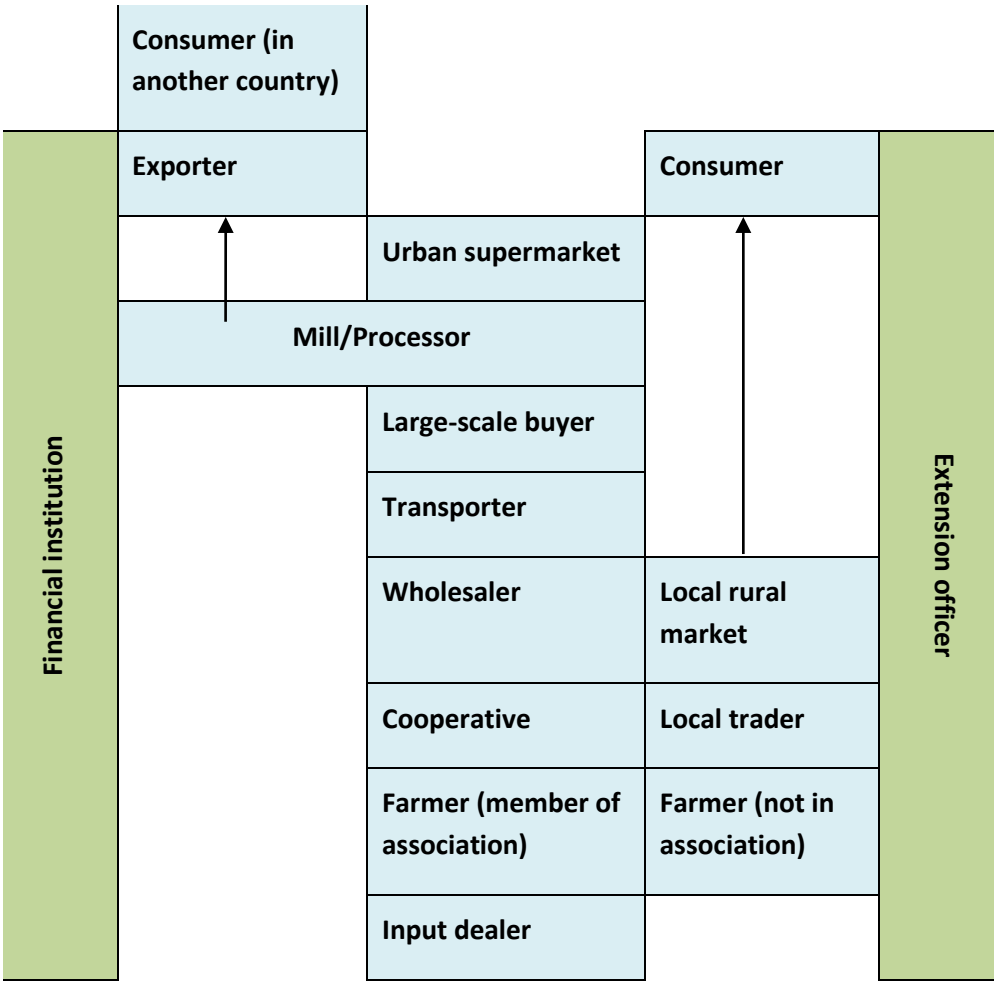
Instructions

1. Divide the participants into groups of 16.
2. Give each group a set of cards.

3. Each person in the group is to receive a card
4. Groups are to form a line of participants in the order they think the value chain runs from farmer to consumer. The person who sells to somebody else should place their hand on the back of the person who will buy the product.

Note that Extension officer and Finance institution support the value chain and so should stand on either side of the value chain

The value chain may look like this but there are a number of possible ways of presenting the value chain.



Debrief

This is the main activity to facilitate discussion of the value chain and value chain approach, so take some time and encourage as much conversation as possible.

Use the following questions as a guide:

- Where is our cooperative located on the value chain?
- What does this model say about the need for many value chain actors to work together?

Answers:

- Remember Session 1 from the workshop on forming a cooperative about working together. The same applies to the value chain. We are all working together to deliver and sell the product to the end consumer. We are not only individual pieces but rather we all create a large system or network. By working together, we can all be more successful.
- Relationships are important. Buyers need to communicate their product standards to the people who grow the products. Processors also need to communicate their business needs so that they can maintain production of their products and meet the market demands. Value chain actors who buy and sell from each other or who provide services all need to collaborate and trade information. They need to learn from each other so that they can cut costs and better provide products and services that the next value chain actor will receive or sell. Credit also permeates throughout the system. Inputs dealers, cooperatives and buyers all run into the need to give or receive credit.

What does this model tell us about our potential markets?

Answers:

- Our cooperative may traditionally sell to a processor or a trader, but by using market research, bulking, quality control and processing, we can we can add value to our products and sit higher up the value chain.

Besides selling to the value chain actor directly above us (or on whom we placed our hands during this activity) which other actors might our cooperative be able to sell to?

What would it take in terms of quantity and quality for us to be able to sell to them?

Scenario questions:

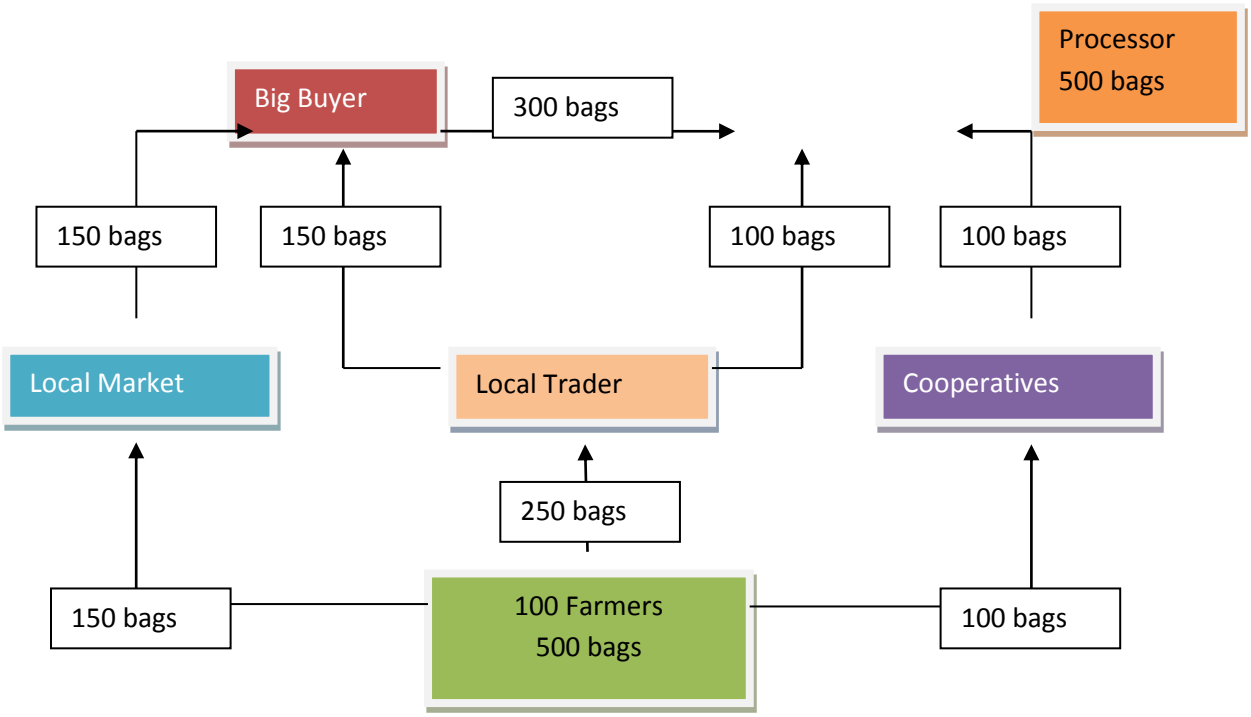
- What would happen to the value chain if new taxes were placed on the processors making imports cheaper?
    - (Effects would be felt all the way to the farmer. Having a viable market is the first critical step. We could no longer reach the market.)
- What happens if the input dealers provide farmers with bad seeds?
    - (Farmers can't produce enough to sell to processors, buyers, and exporters, and everyone gets hurt.)

- What happens if the Cooperatives are unable to deliver to processors the quantity and quality of product they promised in a contract?
    - (Processors also have contracts or marketing goals they have to meet with the product they needed for processing. The trust between value chain actors would be broken.)

Session 3: Market Map

A market map is a simple overview of the different ways a product moves through the market from the farmer to the final customer. In this session we will focus on how product from your members enters the value chain completed in the previous activity.

A typical market map may look like the following diagram:



The trainer should copy this diagram onto a power point presentation.

ACTIVITY – CREATING A MARKET MAP

Objective

This activity will help participants understand the volume and price of product moving through and around their organization.

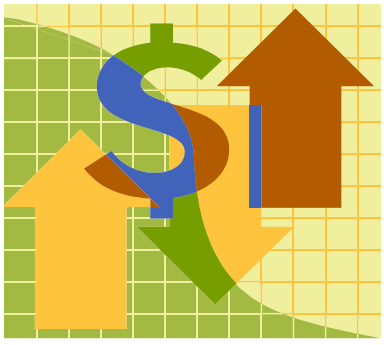
Materials

- Flip chart and markers
- Prepare examples in advance

Instructions

1. Divide the participants into groups of two FBOs each (approximately 5 to 6 participants).
2. Explain that each group is going to use flip charts and markers to create a market map.
3. On a flip chart, they should write the answers to the questions below. (Note: Bags = 100 KG bags.)
    (a) On average, how many bags does a farmer in your cooperative harvest?
    (a)_____
    (b) On average, how many bags does a farmer keep for eating? (b)_____
    (c) How many bags, on average, does a farmer sell?
    (c) _____ = (a) – (b)
    (d) How many farmers are in your cooperative?
    (d)_____
    (e) How many bags can farmer-members sell to the cooperative or elsewhere? (e)_____ = (c) x (d)
4. Each group should map how the farmers are selling their product by showing both volume and price.
5. After the groups finish their maps, ask each of the three groups to present their map to the other two groups from their cooperative.
6. After each group has presented, have each cooperative create one map that they all agree on.
7. Ask each cooperative to present their map to the other cooperative.
8. Ask members to share observations about the maps they made.
    a. Where does most of the yield go?
    b. Do they see any opportunities to sell differently?

Session 4: - Seasonal Analysis



Farming is a seasonal activity. There are seasons for planting, weeding, harvesting and marketing. As a consequence the demands on labour and money as well as income are also seasonal. There are times when there is too much work and lots of costs and there are seasons when there is time to rest and to earn money.

In this session we will map these seasons and work out when there is lots of work, no money and too much money. After that we will discuss ways in which shortages in labour and money can be resolved by spreading demand over longer periods. For instance if farmers had a mechanism for saving money when they earn money to finance activities such as hiring tractors when they do not have any income then this would make it easier for farmers to do their work.

ACTIVITY – CREATING A SEASONALITY CHART

Participants will create a seasonal analysis of their major crops and other income sources and discuss how they can ensure they have funds when they have high expenditures and use funds from periods of high income to finance expenditures.

Objective

This activity will help cooperative members understand the impact that supply has on establishing a price.

Materials and preparation

- Flip chart and markers
- Prepare examples in advance

Instructions

1. Divide each participants into group two or three FBOs.

2. Ask each group to create a seasonality analysis on the flip chart. They can copy the table below

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Production												
Maize												
Cassava												
Groundnut												
Crop Prices												
Maize												
Cassava												
Groundnut												
Other sales												
Income												
Maize												
Cassava												
Groundnut												
Other income												
Expenditure												
Maize												
Cassava												
Groundnut												
Other Costs												

In each square place:

Nothing = no sales, income or expenditure

☑ = Low sales, income or expenditure
☑☑ = Medium sales, income or expenditure
☑☑☑ = High sales, income or expenditure
Each group to present their charts

Each group are then to answer the following questions

1. For the months when prices are highest, why are they high?
2. For the months when prices are lowest, why are they low?
3. In what months would you want to sell?
4. How could your organization sell more in those months?

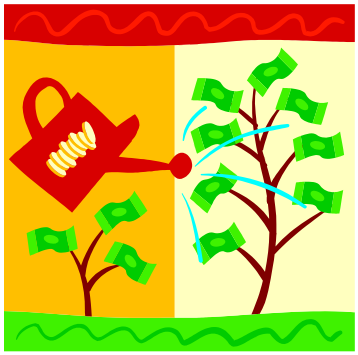
Ask each group to identify when there is a shortage of funds and when there is an excess of funds

Rank the following options

- Obtain loans at high expenditure times
- Save money from high income times to be used at high expenditure times
- Production of livestock so that they can be sold at high expenditure times
- Production of dry season crops with irrigation to sell at high expenditure times
- Other options (Specify)

Give reasons why some are ranked high and some are ranked low.

Session 5: Calculating Profit



Profit is the difference between what you have spent and what you have earned.

To produce something such as 10 bags of maize requires spending money on things like tractor hire, labour, seeds and fertilizers. If what you have spent on these things is less than the money you earned when you sold the 10 bags of maize then you have made a profit. If these costs are more than the money you earned then you have made a loss. Knowing if you have made a profit or a loss on an enterprise is important. It helps you decide which enterprises to keep and which to drop. An analysis of the costs also allows you identify which items are contributing most to costs. As a result you may decide to find a cheaper way of doing the same thing.

ACTIVITY – CALCULATING PROFIT

Objective

This activity helps participants identify ways to maximize profit by pushing up their price or pulling down their costs.

Materials

- Flip chart paper
- Marker pens
- Some cheap calculators
- Red Cards with costs
    - Ploughing & harrowing- Tractor hire – SSP375 / Fedan
    - Ploughing & harrowing - Oxen hire – SSP300 / Fedan
    - Ploughing & harrowing - Labour hire – SSP300 / Fedan
    - Planting – Tractor planter – SSP300 / Fedan
    - Planting – Oxen planter – SSP200 / Fedan
    - Planting – Labour planter – SSP150 / Fedan
    - Weeding – Tractor cultivator – SSP300 / Fedan
    - Weeding – Oxen cultivator – SSP200 / Fedan
    - Weeding – Labour cultivator – SSP150 / Fedan
    - Harvesting – labour – SSP100 / Fedan
    - Maize sheller – Hire @ SSP5 / 100kg bag maize cobs
    - Cassava chipper - Hire @ SSP10 / 100kg bag fresh cassava
    - Drying – Plastic mats – SSP240 – last 3 years – SSP60 / year
    - Grain store – SSP200 – replace after 5 years – SSP40 / year
    - Grain storage chemicals – SSP5 / 100kg bag shelled maize / unshelled groundnut / dried cassava chips
    - Transport to market – SSP15/100kg
    - Maize Seed SSP5 / kg – 10kg / feddan
    - Cassava sticks – SSP1 / 100 sticks – 5,000 / fedan
    - Groundnut seed – SSP5 / kg – 25kg / fedan
    - Fertilizer – SSP400 / bag – Maize 2 bags / feddan
- Green cards for production
    - With fertilizer on maize
        - Maize – 20 x 100kg bags shelled maize / feddan
        - Groundnut – 6 x 100kg bags unshelled groundnut / feddan
        - Cassava – 20 x 100kg bags dried cassava / feddan
    - Without fertilizer on maize
        - Maize – 6 x 100kg bags shelled maize / feddan
        - Groundnut – 5 x 100kg bags unshelled groundnut / feddan
        - Cassava – 18 x 100kg bags dried cassava / feddan
- Blue cards for income
    - Selling from house
        - Maize – SSP150 / 100kg bag shelled maize
        - Groundnut – SSP200 / 100kg bag unshelled groundnut
        - Cassava – SSP150 / 100kg bag
    - Transporting to city for sale in city

- Maize – SSP200 / 100kg bag shelled maize
- Groundnut – SSP250 / 100kg bag unshelled groundnut
- Cassava – SSP200 / 100kg bag

Instructions

Break participants into groups of 2 FBOs

Each group to receive set of cards as above

Groups are to use cards to calculate costs for producing a feddan maize, a feddan groundnut and a feddan cassava.

They should use the combination of costs that they think will give them the most profit – eg using fertilizer on maize, tractor hire for ploughing labour for planting, oxen hire for weeding, labour for harvesting, maize sheller, taking crop to market in city.

For each crop complete the following table

Note for trainer – Present the table below with text in *italics* deleted. This table is only provided completed as an example for the trainer.

Crop:-maize with fertilizer		
Costs	**Type of cost**	**Cost per feddan**
Seeds	10kg Maize seed SSP5/kg	50
Fertilizer	2 bags at SSP400 / bag	800
Ploughing	Tractor ploughing	375
Weeding	Tractor weeding	300
Harvesting	By hand with labour	100
Shelling	40 bags cobs by maize sheller	200
Drying	On plastic sheet	60
Storage	In improved maize crib	40
Storage chemicals	Actellic dust	100
Transport to market	Hire 2 ton tipper truck	300

Total costs		3,550
Income		
Crop with without fertilizer? No. bags	20bags at SSP200 / bag	4,000
Profit (Income – Costs)		450

Each group presents the results for each crop and the total profit from the three crops combined. Give a cheer for the group that makes the most profit. Discuss how they achieved this.

Session 6: Sales Targets

In previous sessions we have considered how markets work, where in a value chain our produce goes to, where we sell produce, when we need to sell and when we need to save and how to increase profits. Now, before we start planting, we need to look at how much and what we can sell. **There is no point in producing something you cannot sell**.

A good starting point in planning sales is to record what was sold in to past. What you successfully sold in the past will give you a guide to what you will be able to sell in the future. You can then contact the same buyers or new ones you know about to determine what they want in the future. With that information you can plan the planting season around expected sales. Unless you have a contract with a buyer you cannot be guaranteed a sale but at least you have a better idea of what could be sold than you would have if you had not contacted the buyers before planting.

ACTIVITY – SALES RECORDS AND TARGETS

By preparing a sales target table for next seasons this activity helps participants select the appropriate buyers and desired volumes of their product.

Materials and preparation

- Flip chart and markers
- Cooperatives will need a list of buyers and the quantity of product they sold.

Instructions

Break up the participants into groups of 2 FBOs each.

Each group should prepare a list of members with an estimate of what they sold, where they sold it and who bought it.

FBO:-				
Member Name	**What sold**	**Quantity Sold**	**Price (SSP / 100kg bag)**	**Who bought**
Total				

Participants should answer the following questions about *Quality*, *Quantity and Price.*

Quality

Sometimes buyers will say "I will only buy your maze if it is free of weevil damage". They are demanding that you sell them a product that reaches their "quality standard". Sometimes failing to reach that standard will mean you cannot sell your maize in other cases it might mean it takes longer to find a buyer and the amount paid will be less. Other examples of quality requirements are cassava that is whiter with little mould, peanuts that only have large bold seeds and do not contain small shrivelled seeds.

If the buyer demands a specific standard you will have to decide if the price paid for the higher standard of product is large enough to compensate for the higher costs of producing the product to that higher standard. For instance if weevil free maize is required will the price offered for weevil damage free maize be high enough to cover the cost of treating the maize with an insecticide.

Questions:

1. What do you consider to be high quality for our products?
2. Which of our buyers pay a higher price for higher quality?
3. Which buyers accept lower quality?

Price

Prices are determined by two main factors –

Supply – The amount produced

Demand – The amount required by buyers.

If supply is larger than demand then prices will drop as farmers compete with other farmers to sell their produce to a buyer. This often happens at harvest time when many farmers want to sell produce.

If demand is higher than supply then prices will rise. Buyers are competing with other buyers to buy produce from farmers. This often happens before harvest time when farmers have little produce left to sell or in years when production is low perhaps due to a drought.

Farmers can influence the final price they receive by selling when demand is high, producing a high quality product and by negotiating prices with buyers.

The rules of supply and demand are the largest influence on price, but we can negotiate and find ways to sell at a higher price.

Questions:

1. What is the difference in price when you sell at the farm gate instead of taking the product to the market?
2. How do we know what prices to ask for?
3. Do we sell higher quality products for a higher price?
4. Do lower quality products sell for a lower price?
5. What is a low price for us for Maize, Cassava and groundnuts?
6. What do we consider a high price for Maize, Cassava and groundnuts?

Volume

Buyers operate at different levels of volume. Some will only buy large amounts, while others will make smaller purchases. Generally buying in small quantities is more expensive than buying in large quantities. It costs the buyer more time and money to go to 10 farmers to buy 20 bags of maize compared with going to say two farmers to buy 20 bags of maize.. Even if the buyer is buying maize from farmers at a market buying 20 bags from 10 farmers may take all day where as buying 20 bags from two farmers may take only 1 or 2 hours. Time costs money!

It follows therefore that the larger the volume you can sell the easier it will be to negotiate a higher price with the buyer. In other words you can share some of the savings the buyer makes by buying from you a large volume compared to a small volume with the buyer. One way of increasing the volume you have for sale is to join with your friends and sell your produce together. **This is the basic principle behind a cooperative**.

Questions:

1. What is the total volume we produce?
2. How much volume do our biggest and smallest buyers purchase from us?

3. What is a large volume for us?
4. What do we consider to be a small volume for sale?

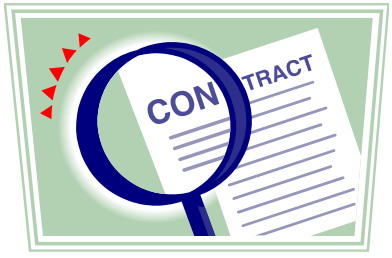
Review the profit and loss analysis performed in the previous session and decide on the crop and production methods will be the priority for the FBO. In the table below for each crop consider how much buyers bought last year, how much they intend buying next year and the capacity of the FBO to produce

FBO:-				
Crop				
Buyer	**What they bought last season**	**Quality required next season**	**Quantity required next season**	**Sale target for each buyer**
Total				

The total sales target for each crop should not exceed the capacity of the FBO to produce. The production and sales target for each FBO should be reviewed by other groups during a group presentation to determine if the targets are realistic.

Session 7: Contracts

Instructions to Trainer – do activity 1st and present text below after the activity as a way of summing up what has been learnt.



Contracts between a buyer and a farmer or group of farmers offer both buyer and seller the security that they will have a market for their produce. For the buyer that security means that they can promise other buyers, such as processors, that they can supply a certain quantity. This might mean they have an assured market for whatever they buy which means they can turn round money quickly. Equally for the producer a contract with a buyer means they have an

assured market. They do not need to worry about how and where to market their produce and what they will receive this has all been arranged in advance. As the farmer and the trader are both in possession of written, legal contracts they can use this to secure credit. Banks and microfinance institutions can see that the farmer and the trader have an assured market for their produce and so can offer loans with confidence that the farmer or trader will have the means to repay the loans. In some cases the contracts can be held by the bank / microfinance institute as "collateral". Payments made by buyers would have to be made to the bank who would then deduct the money owed to the bank from the amount paid in to the bank account by the buyer. Such a system would allow farmers to buy inputs such as fertilizer or hire tractors and traders to obtain working capital or buy vehicles. For both farmers and traders contracts:

1. Reduce risk.
2. Save time and therefore money.
3. Make it easier to negotiate loans.

Although contracts provide the farmer and the trader with many advantages they do have some problems. The main one is that the price paid for a product is fixed at the time of signing the contract. It may be that at the time of sale the farmer might have been able to obtain a higher price on the open market or the trader could have bought the produce from other farmers at a lower price.

The other problem is that failure one of the parties to honour the contract can lead to the other party suffering losses. Often farmers decide not to honour the contract when they are offered a higher price by another trader. Similarly traders often fail to honour the contract when they find other farmers are willing to sell the same product for a lower price. Under these circumstances traders may not be able to honour their agreements with buyers higher up in the value chain and as a consequence may suffer penalties. Similarly farmers may find it take some time to find an alternative buyer resulting in losses through, for instance insect damage in stores. If a contract is broken the guilty party – farmers or traders – will find it much more difficult to obtain a contract in the future. Farmers and traders will lose confidence in each other and the trust required to ensure a contract is completed will be lost. Farmers and traders who break contracts will gain a reputation for not being trustworthy and this will ultimately damage their business. Those who honour their contracts will gain a reputation for trustworthiness and will find it increasingly easy to find buyers and markets for their produce. **Always honour a contract once signed.**

When preparing or signing a contract always ensure that the contract contains clauses about the following:

1. Names of organizations
2. Contact information
3. Quality specifications
4. Quantity
5. Timing of delivery
6. Packaging
7. Price

8. Transportation
9. Payment method
10. Timing of payments

Contracts made before planting allow the farmer to plan production and investments but they may be more difficult to honour compared with contracts made during the growing season or after harvest. For example if the crop is a failure or even if the crop gives a lower yield than expected the farmer may find it difficult to provide the quantity or quality of product specified in the contract. A pre-planting contract though could offer farmers better prices and terms. For example the trader might offer to provide transport for inputs, a subsidised tractor hire service or even inputs, such as seeds, on credit. Where the farmer is contracted to produce a specific product or variety the trader may offer to provide inputs such as seeds of the specified variety.

Farmer organizations can sign a contract to reduce the risk of finding a buyer at harvest time. This protects a farmer if prices drop, but can frustrate a farmer if prices rise. Although there is a short-term temptation to break the contract, commitment to the contract can establish a long term-relationship. Farmer organizations need to be sure that they are able to take full advantage of the contract.

ACTIVITY – MAKING A CONTRACT

Through these two activities on contracts, participants will be able to explain the advantages and disadvantages of contracts. They will also define the essential elements of an effective contract.

Participants will produce

1. A list of things that should be in a contract.
2. A list of ways to improve past contracts or a list of topics to be cautious about in future contracts.

Materials and preparation

1. Flip chart and markers
2. An example of a contract or a model contract.

Instructions

1. Divide the participants into groups of 2 or 3 FBOs.

2. Ask each group review the questions below

Question A. What are the benefits of a contract?

Possible answers:

- *Contracts are guidelines*
- *They outline dos and don'ts*
- *The two parties are tied together in a contract, and will succeed together or fail together*
- *Contracts help ensure success*
- *Contracts help minimize traders' ability to pressure individual farmers*
- *Parties entering into contracts should treat the relationship well so a long term relationship can develop*

Question B. When do we make the contracts?:

Possible answer:

- *At the beginning of the season? At the end of season? Before we even plant?*

Question C. In addition to selling price, what else can be included in a contract?

Possible answers:
- *Transportation*
- *Way to get inputs on credit*

Question D. What percentage of our total sales do we want in contract? What are the benefits? What if most of our production is locked in contracts? What if we only have a small percentage in contracts?

Possible answers:
- *Contracts with multiple buyers help spread risk.*
- *Perhaps having half in contracts and half for spot sale at the end of season is optimal*

Question E. When do we want payment?

Possible answers:
- *In the beginning?*
- *Half up front?*
- *At the time of delivery?*

Question F. What happens if the organization fails to fulfil a contract?

Possible answers:
- *The immediate business transaction is lost.*
- *It may cause long-term damage to our cooperative's reputation.*

3. Ask each group to write as many answers to each question as possible onto flip chart paper.
4. When they are finished, the facilitator starts with a clean flip chart paper. a. Starting with Question A, the facilitator goes from group to group to get an answer from each group. Groups are asked to not repeat answers they have heard from another group.
5. The facilitator writes the answers onto a piece of flip chart paper.
6. The facilitator continues with this process through all the questions (A-F).
7. The facilitator helps the room discuss the different perspectives in the answers.
8. Within the same groups of the previous activity, ask participants to answer the question: "What are the major elements of a good contract?" The facilitator should help each group brainstorm using the list below as a guide.
9. When all groups are done, the facilitator should collect answers on flip chart paper.

ACTIVITY – CONTRACT IMPROVEMENTS

1. Ask the group to identify three elements that they believe are the most important to define in a contract. Ask them to be as specific as possible.
2. When all the groups from an organization are ready, ask them to write their suggested improvements onto a single flip chart.
3. Encourage each organization to discuss and refine the items on the flip chart. They can combine similar ideas into a single recommendation.

4. Once they have reached consensus, ask each organization to present their ideas on contract improvement to the other organization.

Session 8: Negotiations

In this session participants will learn the purpose of negotiations, and how negotiations can lead to sustained business relationships. Participants will also prepare a list of strategies on how to prepare for negotiations

Farmers and members of farmer's organizations often lack confidence when negotiating with a buyer. They often feel intimidated by buyers. They arrive in big trucks or cars, wear fancy, city cloths and appear to be well educated. They always seem to have an answer to everything and farmers always leave feeling that somehow they were cheated and that they could have done better. Confidence comes when you also know all the answers and this comes from knowledge about prices and markets. By understanding both the needs of their own organization and the needs of the buyer, farmer organizations can negotiate a contract that is beneficial to both parties. Effective and fair negotiation can result in a sustainable, long-term relationship.

ACTIVITY – WHAT IS NEGOTIATION

Instructions

1. Ask each person in the room to pair up with one person from the other organization. (If there is an odd number of people, there can be three people in one of the groups.)

Ask everyone to review the following four questions

1. When in your life do you negotiate?

Answer:
In many situations – it is a common process for people to get what they need.

2. What is negotiation?

Answer:

A discussion when two people commit to actions that will meet each other's needs.

The process of coming to a mutual understanding before an agreement, e.g., when trying to agree on the price of a ton of maize.

3. Why are negotiations important?

Answer:

They help people meet their own needs while also helping others.

- Brings fairness in business
- Improves communication between parties
- Strengthens relationships
- Helps in buying of quality goods or services
- Helps in sharing of information
- Helps in building effective contracts

4. When is a negotiation successful?

Answer

When both sides win.

Ask pairs to discuss the first question. After five minutes, announce that they are to move on to the next question.

After all questions have been discussed, go through each of the questions with the entire room. Ask people to call out something interesting that they heard from their partner (not from themselves!).

Your goal as facilitator is to help the room reach an understanding of each of the four questions.

ACTIVITY – ROLE PLAYS

Instructions

Facilitators need to prepare in advance to act out these scenarios by making the story appropriate for the participating FBOs. Facilitators should practice the role-play and determine the specific numbers (loan amounts, percentages, etc.) that they will be negotiating for.

The facilitators act out two negotiation scenarios. After each scenario, the participants must identify:

1. What did each negotiator do well?
2. What did each negotiator do poorly?
3. What techniques did each negotiator use?

Scenario 1: **President vs. Banker**. The president of the cooperative enters Kenya Comercial bank to seek a loan to obtain a loan for hiring tractors. He negotiates with the banker on three aspects: amount of loan, interest rate and the period of repayment. The president aims to receive a SSP50, 000 loan at an

interest rate of less than 15 percent for a term of one year. The banker pushes to provide a larger loan at 18 percent over a 3 month period.

During this role-play the president of the cooperative shows that he is prepared. He brings research on loans available at Equity bank and South Sudan Finance Limited and he has a clear strategy coming into the negotiation. The banker uses various techniques, such as quoting "norms" and doubting the prowess of the cooperative, to force the president to take a larger loan. While the banker tries to legitimize his points by making statements such as, "the bank president would not approve of such a low rate," The president of the cooperative also draws on higher authority by explaining that he has also been instructed by his board to seek a loan of SSP 50,000 and no more.

Debrief:

1. What did each negotiator do well?
2. What did each negotiator do poorly?
3. What techniques did each negotiator use?

Scenario2: President vs. Larger buyer such as a maize mill owner. The president of the cooperative enters the maize mill owner's offices to seek terms for the sale of produce by cooperative members to the maize mill. He negotiates with the buyer on three aspects: price, when and where the crop will be collected and the possibility of mill owner providing bags. The Cooperative want SSP200 / bag but the mill owner will only pay SSP100 / bag stating he can obtain maize cheaply from Uganda. The President points out that Ugandan maize is full of weevils and that the cooperative would guarantee high maize quality. A compromise is sought as both want to reach an agreement

Scenario 3: Farmer vs. Trader. A farmer is approached by a trader who wants to purchase the farmer's groundnuts. The farmer is tempted to sell the groundnuts because he needs money now, but he realizes that he is required to sell to the cooperative. The trader is trying to make a deal on the purchase as soon as possible. During the discussion, the farmer explains that he is guaranteed a better price by selling to the cooperative. The trader gets the farmer to admit that he is in dire need of money. The trader also highlights that even though his offer is lower than what the cooperative might pay, he can pay cash right now. The farmer wants to sell just a little to the trader so that he can get some money now. The trader wants it all. The farmer and the trader negotiate on price and quantity.

There are two possible ways to end this scenario: The farmer can either make a decision (whether it be yes or no); or the scenario can end just before the farmer makes a decision to sell or not, and the facilitator can ask the audience what they think the farmer should do and why.

This role-play should demonstrate negotiation attributes that were not highlighted in the previous role plays. In this role play, the farmer should appear unprepared, lacking specific numbers and prices and unsure of the exact quantity of groundnuts he has. The farmer should appear unprepared in answering any questions the trader has about quality and quantity of the product. The trader uses this against the farmer by assigning a low value to the groundnuts since the farmer cannot articulate the specific grade.

Debrief:

1. What did each negotiator do well?
2. What did each negotiator do poorly?
3. What techniques did each negotiator use?

ACTIVITY – PLANNING AND PREPARING FOR NEGOTIATIONS

Based on the previous role-plays and debriefings, participants now answer as a large group the question, "How can you effectively plan and prepare for negotiating?" The facilitator should collect all of their ideas on a flip chart.

In preparing for negotiations it is important to know what each side's needs are.

Instructions

The group is to brainstorm specific examples of what a buyer needs and what the cooperative needs. The facilitator should collect all of these ideas on two flip charts (one labelled "Cooperative needs" and the other labelled "Buyer needs"). After the two lists are assembled, a common list should be prepared.

Then ask the groups to prepare a strategy for negotiating the sale of 100 tonnes of maize to a local trader. The negotiations should be done before the crop is planted and could include the provision of inputs such as seeds, bags, scales and storage chemicals. The price, timing of purchase and location of purchase need to be negotiated.

Strategies for planning and preparing for negotiations

1. *Arrange a good place for the negotiations*
2. *Know what you are going to negotiate for*
3. *Get more information*
4. *Know who you will negotiate with*
5. *Understand your products and the production process*
6. *Have an objective for your negotiations*
7. *Get all the information*
8. *Be prepared to make concessions*
9. *Have a strategy*
10. *Know your tasks when negotiating as a group*

Session 9: Collaboration

In the first session of the training on forming a cooperative we explained the value of collaborating as the basis for forming cooperatives. In this session we will explain the value of cooperatives collaborating with each other on activities as diverse as sharing information to bulking product.

During the session participants will prepare a list of six specific ways that two or more cooperatives participating in the workshop can collaborate together

Materials

- Flip chart paper
- Markers of various colours
- Tables prepared in advance

ACTIVITY – COLLABORATION

Donkey conflict/cooperation image

1. Two donkeys are tied together with a rope and each has a heap of grass to eat.

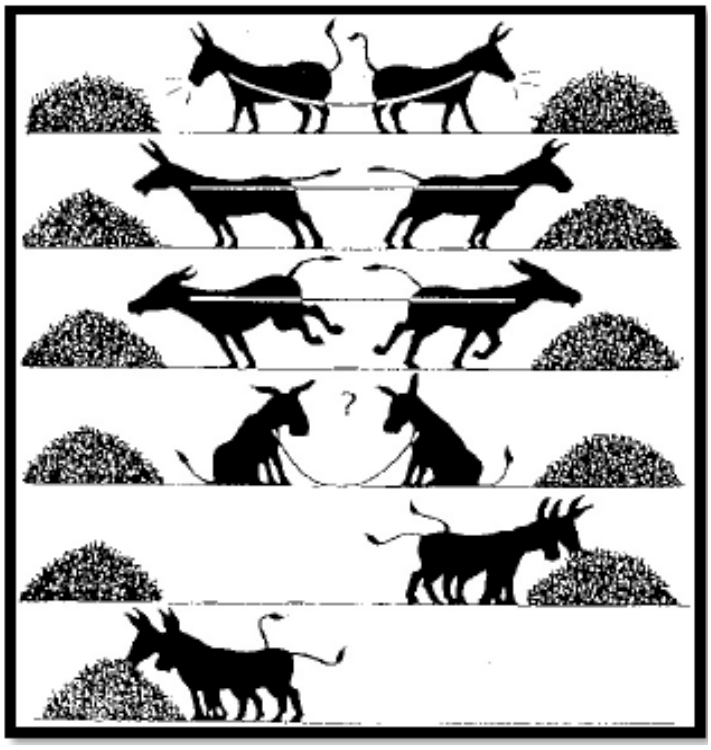
2. Whenever the donkeys try to eat their respective heaps of grass, they pull against each other.

3. Each donkey pulls the rope to reach its feed, but in vain.

4. The two donkeys are exhausted and settled down to think about how to eat.

5. The two donkeys decide to share each other's feed, starting with the first donkey's heap.

6. And finally they go together to the second donkey's heap.



Instructions

Facilitator should ask:

"What do you see in this picture?"

Wait for responses, and then explain:

"*The donkey cooperation image shows how cooperation can make work easier and successful. It also supports team spirit. Cooperation can make very difficult tasks manageable; it is the foundation on which cooperatives are formed and it is the basis on which different cooperatives can work together.*"

ACTIVITY – WHAT SHOULD WE COLLABORATE ON?

This cross-cooperative activity will help participants identify specific ways to collaborate with other farmer organizations.

Instructions

1. Ask the entire group to shout out ways that the two farmer organizations can collaborate together. Write the responses on a flip chart.

2. Group similar answers together so that you end up with a list of 5-8 items. As examples these might include:

- Sharing tractors
- Sharing processing equipment such as hammer mills
- Renting equipment such as tractors or planters
- Bulk purchasing inputs
- Bulking products for marketing
- Sharing warehouses
- Sharing market information
- Training
- Transportation

3. Divide the room into groups so that there is one group for each collaboration idea. Each group should be 4-7 people and must be a mix of participants from different farmer organisations.

4. Assign each group one of the topics.

Ask the group to answer the following three questions

1. How could they work together on this topic?
2. What are the specific benefits, and how much money could be saved or earned?
3. What are the next three steps to complete this idea?

Ask groups to present the answers to these questions. Invite other participants to take notes

ACTIVITY – THE CHALLENGES OF COLLABORATION

This cross-cooperative activity gives participants the opportunity to discuss challenges commonly faced by farmer organizations, and then identify strategies to overcome them.

Instructions

1. Ask participants to divide themselves into four groups, mixing the organizations.

2. As facilitator, write “CHALLENGES” on top of a flip chart.

3. Explain that there are common challenges faced by farmer organizations. On the flip chart, write:

1. MEMBERS SIDE SELLING
2. BREAKING A CONTRACT
3. MEMBERS SELL POOR QUALITY
4. LOW PARTICIPATION BY MEMBERS
5. (BLANK)

4. Ask each group to identify one additional challenge for the fifth item on the list.

5. Ask each group to create a flip chart of the table as shown below

Challenge	**Reasons for happening?**	**What can we do?**
Side Selling		
Breaking a Contract		
Poor Quality		
Low Participation		
Other (to be selected by group)		

6. Ask groups to complete the flip chart for all five challenges.

7. When the groups have finished ask each group to present one of the first four common challenges, giving each group a different common challenge.

8. After the group has presented that challenge, ask other groups to suggest other items to add for that challenge in either column. Ask the presenting group to write down the additional items onto the flip chart.

9. After the first four are complete, ask each group to present the one additional common challenge that they identified (this should be different for each group). Again, they should record additional items and feedback on the flip chart as the other groups present.

Session 10: Planning Marketing

This activity will help participants identify the top marketing priorities for their FBOs / Cooperatives. Attendees will have generated a lot of information and many insights from the marketing workshop. Now they need to identify priorities and clear action steps. This will help the association achieve marketing goals, and also demonstrate to leaders how to apply knowledge in a coherent and structured manner.

From this session participants will make work plans for achieving some of their top marketing strategies

ACTIVITY – PRIORITIES

Materials

Card for voting

Instructions

1. Ask each cooperative to form three groups of five people each. There will be six groups in the room.
2. Ask each group to identify the top five priorities the association should pursue to improve their marketing activities.
3. When all the groups of an organization have finished, ask them to present their five priorities to the other groups in their cooperative.
4. When the groups are finished presenting, ask each cooperative to create a single flip chart with all of the ideas that their cooperative generated. Ask them to combine ideas that are similar.
5. Ask them to number the ideas from top to bottom. This is not a ranking. This just helps identify the ideas so that people can vote on them.
6. Distribute slips of paper to each participant. Ask them to vote on the three priorities that they think are most important by writing the idea's corresponding number on the paper. Remind them to print neatly!
7. After all votes have been submitted, ask the group to count the votes for each idea. Circle the top five ideas. (Note: Voting can also be done via tick mark voting as has been used previously, but the use of private paper voting is suggested here to minimize influence of certain leaders within the group.)

ACTIVITY – LET'S MAKE A PLAN

This activity will help participants identify specific actions for pursuing their top priorities.

Instructions

1. Ask the groups to look at the top five priorities identified by their group. Each group should select one of these top five priorities. Be sure that each group has selected a different priority.
2. Ask each group to create an action planning chart

Priority:			
Task	**Who**	**When achieved**	**Cost**
1			
2			
3			
4			
5			

3. When the groups have completed the chart, ask them to present the plan to the other groups.

APPENDIX E: DETAILED PORTFOLIO OF FBOs

The FARM Project: 2013 FBOs List, Payam, Boma, membership and quantity of seed received by each member

Total new FBOs identified for 2013=187; Total new Farmers=4,135; Last year (2012) FBOs=310; todate=497; Last year farmers= 6,695; Todate=10,830

A	EASTERN EQUATORIA STATE:									
	Information on FBOs						Kg of seed by crop received per farmer in FBO			
No.	F armer Based Organization	Payam	Boma	Farmers	Male	Female	Maize	Cassava	Beans	G'nuts
	Magwi County - Payams: Pageri, Magwi, Pajok									
1	Alwongi Rural Development Organization (ARDO)	Magwi	Obbo	13	8	5				
2	Atek ki lwak Two Farmers Group	Magwi	Panyikwara	39	17	22				
3	Atek Kilwak Farmers Group	Magwi	Obbo	16	3	13				
4	Ayee Pit Farmers Cooperative Society	Magwi	Magwi	18	17	1				
5	Bedo Bor Farmers Group	Magwi	Obbo	30	1	29				
6	Cing Lonyo Farmers Cooperative Society	Magwi	Obbo	16	9	7				
7	Dii Cwinyi Women Group	Magwi	Obbo	40	23	17				
8	Gang en gang de yaa Farmers Group	Magwi	Abara	20	1	19				
9	Iburu Konya Farmers Group	Magwi	Magwi	12	1	11				
10	Lacan Pekun Farmers Group	Magwi	Obbo	16	9	7				
11	Lerwa Women Association	Magwi	Obbo	21	-	21				
12	Lomal Pol Women Farmers Group	Magwi	Abara	22	2	20				
13	Lonyo Tek Ki Lwak Farmers Group	Magwi	Obbo	20	-	20				
14	Mak-kwere farmers group	Magwi	Abara	18	6	12				
15	Obbo Mii Komi Farmers Group	Magwi	Obbo	20	7	13				
16	Peko Rom Farmers Group	Magwi	Obbo	20	4	16				
17	Rac Keco Farmers Group	Magwi	Obbo	22	5	17				
18	Ribe en Tek Farmers Group	Magwi	Obbo	20	11	9				
19	Women out of Conflict (WOC)	Magwi	Panyikwara Abara	20	10	10				
20	Gom Pat Pat Farmers Cooperative Society	Magwi	Obbo	16	11	5				
21	Afoyi Hill Womens Group	Pageri	Moli Tokuro	23	1	22				
22	Ama-Alu Farmers Group	Pageri	Pageri	60	35	25				
23	Amandeku Women Farmers Group	Pageri	Kerepi	30	8	22				
24	Ama-omba Baba Farmers Group	Pageri	Opari	21	16	5				
25	Envookotu Farmers Group	Pageri	Kerepi	20	18	2				
26	Gaga Matura Farmers Group	Pageri	Kerepi	20	15	5				
27	Goliloso Farmers Group	Pageri	Opari	26	21	5				
28	Koria Farmers Group	Pageri	Kerepi	20	19	1				

29	Lakiyo Farmers Group	Pageri	Loa	30	9	21				
30	Mama Women Farmers Group	Pageri	Loa	29	19	10				
31	Moli Andu Farmers Group	Pageri	Moli Tokuro	11	10	1				
32	Mutala Dizalimi Farmer Group	Pageri	Kerepi	30	19	11				
33	Mutuvu Farmers Group	Pageri	Pageri	20	18	2				
34	Ndaka Farmers Group	Pageri	Moli Tokuro	20	12	8				
35	Disa Limi Farmers Group	Pageri	Pageri	20	15	5				
36	Meria Farmers Group	Pageri	Moli Andu	54	44	10				
37	Abongo Lajok	Pajok	pajok	24	13	11				
38	Adak -woo farmers groups	Pajok	Pajok	24	12	12				
39	Bedober kedano	Pajok	Caigon	25	12	13				
40	Can Guru Won	Pajok	pajok	24	4	20				
41	KonyKoni	Pajok	Caigon	23	13	10				
42	laboo-Pur ber	Pajok	Lawacci	24	17	7				
43	Nyeko Gali Kitic	Pajok	pajok	21	9	12				
44	Patanga	Pajok	Lawaci	22	13	9				
45	Pe Koyo Farmers Group	Pajok	Lawaci	24	18	6				
46	Ruk_long	Pajok	Lagii	19	2	17				
47	Ticpaco-Peke	Pajok	Lawaci	24	-	24				
48	Ribe Aye Teko Farmers Group	Parjok	Parjok	13	3	10				
49	*Dich pee*	Magwi	Palimu	28	28	0	10			20
50	*Meri boys farmers group (new FBO)*	Magwi	Palimu	35	21	14	5	200		20
51	*Nyeko Rac*	Magwi	Omea	23	14	9	10	200		20
52	*Anyigi aci*	Pageri	Kerepi/Ikwa	20	6	14	5			20
53	*Diza limi mixed farm*	Pageri	Loa	20	6	14	5			20
54	*Ori koti*	Pageri	Kerepi/ Borogole	20	11	9	5			
55	*Rural United Farmers Association*	Pageri	Opari	19	15	4	5			20
56	*Limur*	Pajok	Pogee	27	3	24	10		10	20
57	*Yele keni*	Pajok	Pogee	30	16	14	10	200	10	20
	Sub Total			**1342**	**660**	**682**				
	Ikwoto County - Payams: Ikwoto central, Lomohedang north ,Katire -									
1	Lokupere Farmers Group	Ikwoto	Ifuda	10	4	6				
2	K. Longole farmers Group	Ikwoto	Ifuda	30	21	9				
3	Lobuho Farmers Group	Ikwoto	Ifuda	25	23	2				
4	Ifune Farmers Group	Ikwoto	Ifune	22	5	17				
5	Morutore Farmers Group	Ikwoto	Ifune	21	8	13				
6	Fahi-Fahi Farmers Group	Ikwoto Central	Ifuda	57	57	-				
7	Lokohi	ikwoto Central	Lonyori	16	11	5				

8	Kudulo	Ikwoto Central	Lonyori	15	14	1				
9	Imilai Farmers Group	Katire	Imilai	8	6	2				
10	Seven Loaves Farmer Group	Katire	Imilai	8	8	-				
11	Chafi Chafi farmers group	Katire	Imilai	8	5	3				
12	All Nations Christian Farmers	Katire	Imilai	8	4	4				
13	Lomini	Katire	Imiliai	15	14	1				
14	Ngarije Farmers Group	Katire	Gilo	17	8	9				
15	Hafai Farmers Group	Katire	Gilo	17	12	5				
16	Afangu	Katire	Gilio	29	21	8				
17	Konoro	Katire	Gilio	24	11	13				
18	Lokoli	Katire	Iswak	26	7	19				
19	Muturi Farmers Group	Katire	Iswak	18	14	4				
20	Nigoge Farmers Group	Katire	Katire Central	17	12	5				
21	Asafa River	Katiri	ibunys	15	9	6				
22	Ingwa Tafha Farmers Group	Lomohidang N	Isohe	15	9	6				
23	Woroworo Lolith Farmers Group	Lomohidang N.	Ishohe	15	11	4				
24	Logir Farmers Cooperatve	Lomohidang N.	Chahari	38	20	18				
25	Lohulumen Chahari Farmers	Lomohidang N.	Chahari	15	6	9				
26	*Returnee FBO*	Ikwoto Central	Ifune	30	12	18				20
27	*Iyak*	Ikwoto Central	Tanama	40	20	20				10
28	*Lorima*	Ikwoto Central	Tanama	39	19	20				10
29	*Wukwuk*	Ikwoto Central	Tanama	40	20	20				10
30	*Torohe Nahure*	Ikwoto Central	Tanama	30	14	16				
31	*Kwanya Kwanaya*	Ikwoto Central	Tanama	30	15	15				
32	*Sawa sawa*	Ikwoto Central	Tanama	30	11	19	5			
33	*Lotuhoyaya*	Ikwoto Central	Ifuda	30	11	19	5			
34	*Iromo*	Katire	Gilo	21	12	9	10			
35	*Inyalam*	Katire	Katire Central	18	9	9	10		15	15
36	*Lohiyar*	Katire	Isuhak	18	11	7	10			10,-15
37	*Omehure*	Lomohidang N.	Ibunyak	19	10	9	5			10
38	*Oluve hill*	Lomohidang N.	Isohe	27	5	22	5			10
39	*Iwali Lule*	Lomohidang N.	Isohe	17	4	13	10			10,-15
40	*Ihina kuruma*	Lomohidang N.	Woroworo	20	9	11	10			10
41	*Haforiere*	Lomohidang N.	Woroworo	25	13	12	10			
42	*Asafa river*	Lomohidang N.	Ibunyak	21	10	11	10			10
43	*Falachari tafa konyok konyok*	Lomohidang N.	Woroworo	20	14	6	10			10
	Sub Total			**964**	**539**	**425**				
S/no	**Torit County: Payams - Iyre, Imurok, Ifwotu & Kudo**									

1	Ohufa new Farmers group	Ifwotu	Imokoru	34	31	3				
2	Lefirari	Ifwotu	Imokoru	23	19	4				
3	Halere	Ifwotu	Imokoru	45	32	13				
4	Ihutu	Ifwotu	Imokoru	40	24	16				
5	Mura	Ifwotu	Imokoru	43	36	7				
6	Tarubene	Ifwotu	Imokoru	29	24	5				
7	Iluma	Ifwotu	Iholong	26	22	4				
8	Matara	Ifwotu	Iholong	33	29	4				
9	Kenyukenyuk	Ifwotu	Iholong	35	34	1				
10	Tonok	Ifwotu	Iholong	31	29	2				
11	Otimo Meyu	Ifwotu	Iholong	31	30	1				
12	Elocang Ilo Farmers group	Imurok	Ifoho	23	15	8				
13	Nyekenyeke	Imurok	Ifoho	14	11	3				
14	Hifedeng	Imurok	Ifoho	21	13	8				
15	Mura Tobwor	Imurok	Ifoho	16	12	4				
16	Oduleleng	Imurok	Ifoho	23	18	5				
17	Katapillar/Ogorori	Imurok	Ifoho	26	17	9				
18	Himina farmers group	Imurok	Ifoho	26	22	4				
19	Niran/Lele farmers group	Imurok	Ifoho	14	8	6				
20	Mukwano Farmers Group	Imurok	Ifoho	26	21	5				
21	Maki Latin	Imurok	Ifoho	21	18	3				
22	Chuful Farmers group	Imurok	Chuful	23	19	4				
23	Unity/Atubo farmers group	Imurok	Chuful	23	23	-				
24	Ataro Farmers group	Imurok	Chuful	24	21	3				
25	Loguhini Farmers Group	Iyre	Hafai	20	15	5				
26	Hafijahu Farmers Group	Iyre	Hafai	12	10	2				
27	Losulahini farmers Group	Iyre	hafai	15	13	2				
28	Amuno hotok1	Kudo	Hutyala	15	8	7				
29	Amuno hotok 2	Kudo	Hutyala	20	12	8				
30	Imaru Farmers group	Kudo	Hutyala	20	17	3				
31	*Furafura*	Ifwotu	Imokoru	28	25	3	10			40
32	*Obache*	Ifwotu	Moti	26	23	3	10			40
33	*Muleyere I*	Ifwotu	Moti	25	18	7	10			40
34	*Muleyere II*	Ifwotu	Moti	25	16	9	10			40
35	*Muleyere II*	Ifwotu	Moti	25	22	3	10			40
36	*Khartoum*	Ifwotu	Moti	25	25	0	10			40
37	*Logire I*	Ifwotu	Moti	24	20	4	10			40
38	*Torok*	Ifwotu	Moti	26	22	4	10			40
39	*Ngaria B farmers group*	Imurok	Imurok central	22	22	0	10			40

40	*Odunyuor*	Imurok	Chuful	25	17	8	10			40
41	*Gambala*	Imurok	Chuful	26	23	3	10			40
42	*Odud ohiji*	Imurok	Chuful	20	19	1	10			40
43	*Hibiolori*	Imurok	Ifoho	21	18	3	10			40
44	*Itunyu*	Imurok	Ifoho	30	25	5	10			40
45	*Lion B*	Imurok	Imurok central	25	25	0	10			40
46	*Atwahatak*	Imurok	Imurok central	20	14	6	10			40
47	*Titimore*	Imurok	Isaloro	25	17	8	10	200		40
48	*Loguhini II farmers group*	Iyre	Hafai	24	4	20	10			40
49	*RDC*	Iyre	Hafai	25	20	5	10			40
50	*Eastern Equatoria company*	Iyre	Haramorok	23	14	9	10	200		40
51	*Kwere ayela*	Iyre	Haramorok	27	14	13	10			40
52	*Lohodoti*	Iyre	Haramorok	20	13	7	10			40
53	*Taikoni*	Iyre	Haramorok	25	22	3	10			40
54	*Two star*	Iyre	Haramorok	28	13	15	10			40
55	Ataji Aboyte	Iyre	Nyara	26	23	3	10			40
56	Lomama	Iyre	Hafai	25	16	9	10			40
57	Moroto	Iyre	Haramorok	17	10	7	10			40
58	*Nadala*	Kudo	Loulang	25	16	9	10			40
59	*Kullo*	Kudo	Loulang	25	14	11	10			40
60	*BBC Ndala*	Kudo	Loulang	25	16	9	10			40
61	*Lobenye I*	Kudo	Loulang	24	15	9	10			40
62	*Lobenye II*	Kudo	Loulang	25	15	10	10	200		40
63	*Nisam*	Kudo	Loulang	25	15	10	10	200		40
64	*Odik Miyang I*	Kudo	Loulang	25	14	11	10			40
65	*Odik Miyang II*	Kudo	Loulang	24	13	11	10			40
66	*Lamyada*	Kudo	Loulang	25	18	7	10			40
	Sub Total			**1633**	**1239**	**394**				
	Eastern Equatoria 166 FBOs			**3939**	**2438**	**1501**				

B	**CENTRAL EQUATORIA STATE: 54 FBOs, 1,200 FARMERS**

No.	Name of Farmer Based Organization	Payam	Boma	Farmers	Male	Female	Maize	Cassava	Beans	Ground nuts
	Yei County - Payams: Lasu, Mugwo, Otogo (Esther) - 16 New FBO, 325 farmers									
1	Lasu Progressive Farmers Assoc (LAPFA)	Lasu	Lasu	17	16	1				
2	Suruba Cooperate Society	Lasu	Achuli	29	22	7				
3	Lomi Farmers Group	Lasu	Tokori	6	6	-				
4	Abuda Farmers Group	Lasu	Achuli	47	44	3				
5	Ngakoyi Farmers Group	Lasu	Tokori	10	8	2				

6	Jujumbita Farmers Group	Lasu	Tokori	28	22	6				
7	Jabara Farmers Group	Lasu	Nyori	22	19	3				
8	Logurupo Farmers Group	Lasu	Tokori	12	10	2				
9	Jambo General Purpose Cooperative	Mugwo	Jombo	19	15	4				
10	Jombo Titela Farmers Group	Mugwo	Jombo	10	6	4				
11	Kujugale Cooperatives Society	Mugwo	Longamere	45	40	5				
12	Abulometa Womens Empowerment Cooperative Society	Mugwo	Ligi	33	6	27				
13	Kosoromi Farmers Group	Mugwo	Payawa	19	13	6				
14	Wadupe Cooperatives	Mugwo	Longamere	10	10	-				
15	Lun Farmers Group	Mugwo	Payawa	11	8	3				
16	Undukori Cooperatives	Mugwo	Longamere	42	41	1				
17	Isangaga Cooperatives	Mugwo	Yari	35	35	-				
18	Intu Farmers Association	Mugwo	Yari	39	38	1				
19	Lupiru Farmers Group	Mugwo	Payawa	15	9	6				
20	Beacon of Hope Expanded Farm	Otogo	Logo	17	17	-				
21	Dumo Cooperative Society	Otogo	Mongo	41	38	3				
22	Gire Farmers Group 1- Kularima	Otogo	Ombasi	14	12	2				
23	Gire Farmers Goup 2 - Yeiba	Otogo	Ombasi	9	6	3				
24	Gire Farmers Goup 3 - Kajiko	Otogo	Ombasi	8	4	4				
25	Ayikile Farmers Group	Otogo	Goja	23	20	3				
26	Sajo farmers Association	Otogo	Rubeke	35	31	4				
27	Ngunkoyi farmers group	Otogo	Goja	33	22	11				
28	Tinate Farmers Group	Otogo	Ombasi	20	12	8				
29	Latta Farmers Group	Otogo	Ombasi	14	8	6				
30	Green Belt Seed Company	Otogo	Rubeke	15	12	3				
31	Morji ta farmers Association	Otogo	Wotogo	11	8	3				
32	Goli Cereal and seeds farm	Otogo	Mongo	11	8	3				
33	Iyete Farmers group	Otogo	Mursak	20	18	2				
34	Kodadama Farmers group	Otogo	Mursak	20	18	2				
35	Loketa Farmers group	Otogo	Mursak	20	19	1				
36	Ijanagwo Farmers group	Otogo	Mursak	20	18	2				
37	Ombasi Farmers group	Otogo	Ombasi	15	11	4				
38	Duani Farmers Group	Otogo	Goja	12	9	3				
39	Damandi farmer group	Lasu	Jabara	24	15	9	10	100		
40	Gorju farmers association	Lasu	Nyori	21	14	7	10		20	20
41	Anika Women farmers group	Lasu	lasu	15	5	10	10			
42	Wuyeba farmers group	Lasu	Jabara	21	16	5	10	100		20
43	Limeri Farmers group	Mugwo	Longamere	15	10	5	10		20	20
44	Gayi ku kole farmers groups	Mugwo	Longamere	17	9	8	10		20	20

45	Wowoji mugun 1 farmers groups	Mugwo	Yari	17	11	6	10		20	20
46	wowoji mugun 2 farmers groups	Mugwo	Jombu	16	12	4	10	100	20	20
47	Sinai farmers group	Mugwo	Jombu	17	9	8	10	100	20	20
48	Yondu lomeri ku bobo farmers group	Mugwo	Payawa	15	7	8	10		20	20
49	Nyobulo Teso Farmers Group	Mugwo	longamere	43	20	23	10		20	20
50	Busia Farmers Group	Mugwo	Longamere	23	6	17	10	100		
51	Lotoro Farmers Group	Mugwo	Payawa	13	9	4	10			20
52	Godo farmers group	Ottogo	Goja	20	18	2	10	100		20
53	Lokobo farmers group (Rombe cooperatives)	Ottogo	Rubeke	21	13	8	10			20
54	Step by Step Farmers Group	Ottogo	Mongo	27	19	8	10		20	20
	Totals for Yei County			**1,132**	**852**	**280**				
	Morobo County - Payams: Wudabi Kimba, Gulumbi							Cassava	Beans	Ground nuts
1	Gulumbi Farmers Association	Gulumbi	Kindi	45	39	6				
2	Kendila General Purpose Co-Operative Society	Gulumbi	Kendila	49	37	12				
3	Girilli Multipurpose Cooperative Society	Gulumbi	Girilli	38	33	5				
4	Loketa Multipurpose Cooperative	Gulumbi	Kindi	25	9	16				
5	Anika Farmers Assocation	Gulumbi	Kilikili	9	6	3				
6	Young Girls farmers group	Gulumbi	Kendila	14	3	11				
7	Iraga Farmers group	Gulumbi	Kindi	13	6	7				
8	Luku farmers group	Gulumbi	Girilli	9	8	1				
9	Abudusu Farmers Group	Gulumbi	Girilli	20	20	-				
10	Kumeni Farmers Group	Gulumbi	Girilli	15	7	8				
11	Jujume Farmers Group	Kimba	Kimba	17	15	2				
12	Renu Farmers Cooperative	Kimba	Kimba	25	25	-				
13	Iralo Farmers Farmers	Kimba	Yondu	20	19	1				
14	Ayikile Farmers Group	Kimba	Yondu	15	10	5				
15	Yibo Farmers Group	Kimba	Kimba	6	3	3				
16	Gumbiri Farmers Group	Kimba	Yondu	20	8	12				
17	Dodolabe (Zuzumbu Farmers Group)	Kimba	Yondu	31	31	-				
18	Kimba Rice Growers Association	Kimba	Kimba	35	28	7				
19	Kadupe Farmers Association	Kimba	Kimba	12	11	1				
20	Ngiliku Farmers Group	Kimba	Kaya	11	7	4				
21	Kangai Farmers Group	Wudabi	Nyei	12	11	1				
22	Bakubiki Youth Farmers Group	Wudabi	Aloto	25	22	3				
23	Ligi Youth Farmers Group	Wudabi	Geri	13	10	3				
24	Aziwa Farmers Group	Wudabi	Geri	10	8	2				
25	Bodiri Farmers Group	Wudabi	Geri	8	7	1				
26	Abuguwa Farmers Group	Wudabi	Geri	12	9	3				

27	Salongo Farmers Group	Wudabi	Aloto	18	12	6				
28	Nyei Farmers Group	Wudabi	Nyei	14	9	5				
29	Ajugi Highland Cooperative	Wudabi	Aloto	17	16	1				
30	Kogulu Farmers Group	Wudabi	Nyei	11	7	4				
31	*Iraga women farmers group*	Gulumbi	Kindi	14	6	8	10	100		20
32	*Awode farmers group*	Gulumbi	Kindi	14	9	5	10		20	20
33	*Lukasara farmers group*	Gulumbi	Kendila	25	15	10	10		20	20
34	*Lokora farmers group*	Gulumbi	kilikili	22	18	4	10	100	20	20
35	*Pabanga cooperative society*	Gulumbi	Kendila	73	68	5	10	10	20	20
36	*Otogo farmers group*	Gulumbi	Girili	13	8	5	10		20	20
37	*Arapa farmers group*	Kimba	Yondu	19	7	12	10		20	20
38	*Kole-na-a waso farmers group*	Kimba	Kimba	25	20	5	10		20	20
39	*Kulipapa Awujio farmers group*	Kimba	Kimba	22	11	11	10		20	20
40	*Gborokoronga farmers group*	Kimba	Yondu	13	8	5	10		20	20
41	*Join effort farmers group*	Kimba	Kaya	99	64	35	10	100	20	20
42	*Kolubo Farmers group*	Kimba	Kimba	25	16	9	10		20	20
43	*Jonyanita Farmers group*	Kimba	Kimba	28	18	10	10		20	20
44	*Masikini farmers group*	Wudabi	Geri	26	17	9	10		20	20
45	*Yeiba farmers group*	Wudabi	Geri	20	15	5	10			20
46	*Ombasi mix farmers group*	Wudabi	Aloto	18	11	7	10		20	20
47	*Awandu farmers group*	Wudabi	Aloto	37	17	20	10		20	20
48	*Turunyanita farmers group*	Wudabi	Aloto	34	22	12	10		20	20
49	*Morojita farmers group*	Wudabi	Aloto	40	24	16	10	100	20	20
	Totals for Morobo County			**1,136**	**810**	**326**				
	Kajokeji County - Payams: Kangapo 1 , Kangapo 2 , Lire (Alex) - 19 New FBOs, 308 farmers						Maize	Cassava	Beans	Ground nuts
1	Lomeri Ti Dara Moro 1 Farmers Group	Kangapo 1	Sera-Jale	16	6	10				
2	Teme Ta Tem Farmers Group	Kangapo 1	Kiri	16	7	9				
3	Ngun-kata New FG	Kangapo 1	Sera Jale	16	12	4				
4	3k-dev. Association Farmers	Kangapo 1	Kiri	15	4	11				
5	Kitakindi Mugun	Kangapo 1	Kiri	17	7	10				
6	Jalimo Growers Cooperative (Sub group - 1)	Kangapo 2	Jalimo	90	59	31				
7	Jalimo Growers Cooperative (Sub group - Ngongita 3)	Kangapo 2	Jalimo	22	10	12				
8	Julukita Farmers Group	Kangapo 2	Kinyiba	21	12	9				
9	Wukabo B Farmers Group	Kangapo 2	Bori	18	13	5				
10	Bata Kindi Mugun Farmers Group	Kangapo 2	Bori	14	1	13				
11	Totonapayi Farmers Group	Kangapo 2	Bori	17	12	5				
12	Lwokita Farmers Group	Kangapo 2	Bori	20	11	9				

13	Tiyu Ko Yupet Farmers Group	Kangapo 2	Bori	9	4	5				
14	Morokita Farmers Group	Kangapo 2	Bori	18	5	13				
15	Ngongi ta 2 Farmers Group	Kangapo 2	Bori	16	11	5				
16	Lomeri Ti Dara 2 Farmers Group	Kangapo 2	Bori	25	16	9				
17	Ngongi Taling farmers group	Kangapo 2	Bamurye	19	4	15				
18	Mamajita Farmers group	Kangapo 2	Bori	20	11	9				
19	Yeyio farmers group	Kangapo 2	Bori	15	1	14				
20	Ngongita 3 farmers group	Kangapo 2	Jalimo	23	8	15				
21	Kuru ko konyen farmers group	Kangapo 2	Logu	21	11	10				
22	Ngakoyi 2 Farmers Group Farmers Group	Kangapo 2	Bori	26	10	16				
23	Ngarakita Farmers Group	Kangapo 2	Bori	20	11	9				
24	Bende meling farmers group	Kangapo 2	Bori	25	11	14				
25	kuru ko piong farmers group	Kangapo 2	Bori	19	4	15				
26	United Members of Ariwa Community Group (UNIMACO)	Kangapo1	Kiri	17	7	10				
27	Abongorikin Women Group	Kangapo1	Kiri	21	11	10				
28	Jalimo Growers Cooperative (Sub group - Togoleta)	Kangapo2	Jalimo	26	13	13				
29	Kinyiba Farmers Cooperative (Sub group - 1)	Kangapo2	Kinyiba	112	63	49				
30	Kinyiba Farmers Cooperative (Sub group - Morundita)	Kangapo2	Kinyiba	25	13	12				
31	Kinyiba Farmers Cooperative (Sub group - Maradadi)	Kangapo2	Kinyiba	15	8	7				
32	Ngongita Cooperative Society (Sub group- Lomeri lo twan)	Lire	Mekir	15	7	8				
33	Ngongita Cooperative Society (Sub group- Moro ko san)	Lire	Mekir	18	11	7				
34	Ngongita Cooperative Society (Sub group- Wuyundita 1)	Lire	Mekir	15	9	6				
35	Ngongita Cooperative Society (Sub group- Wuyundita 2)	Lire	Mekir	15	7	8				
36	Ngongita Cooperative Society (Sub group- Tembita)	Lire	Mekir	25	6	19				
37	Ngongita Cooperative Society (Sub group- Somere)	Lire	Mekir	16	10	6				
38	Ngongita Cooperative Society (Sub group- lomeri Pujo Nyo)	Lire	Mekir	15	8	7				
39	Ngongita Cooperative Society (Sub group - 1)	Lire	Mekir	15	9	6				
40	Nyi-Nyire na nyoi Farmers Group	Lire	Longira	12	5	7				
41	Bulit Kole Farmers Group	Lire	ikamerok	10	5	5				
42	Pekido Farmers Group	Lire	Mogiri	12	8	4				
43	Ngakoyi 1Farmers Group	Lire	Kudaji	10	9	1				
44	Nyarling (Nedo farmers group)	Lire	Mekir	15	6	9				
45	Morji ta Farmers group	Lire	Likamerok	14	5	9				
46	*Meta Kana Farmers Group*	Kangapo 1	Leikor	15	10	5	10		20	20
47	*Paju Ruda Farmers Group*	Kangapo 1	Serajale	17	13	4	10	100	20	20

48	*Morjita 2 Farmers Group*	Kangapo 1	Kiri	13	6	7	10		20	20
49	*War kita Farmers Group*	Kangapo 1	Kiri	12	6	6	10		20	20
50	*Kuru Ko Wate Farmers Group*	Kangapo 1	Serajale	15	1	14	10	100	20	
51	*Toto na Pai 2 Farmers Group*	Kangapo 1	Kiri	17	7	10	10	100		20
52	*Kido na Pai Farmers Group*	Kangapo 1	Serajale	10	6	4	10			20
53	*Moro taling 2 Farmers Group*	Kangapo 1	Limi	15	6	9	10	100		20
54	*Bulit Kole 2 Farmers Group*	Kangapo 1	Kiri	18	8	10	10			20
55	*Bamurye Women Field Crops Producers*	Kangapo 2	Bamurye	50	21	29	10	100		20
56	*Goket Farmers Group*	Kangapo 2	Bamurye	15	10	5	10		20	20
57	*Work Together Farmers Group*	Kangapo 2	Jalimo	12	2	10	10			20
58	*Moro taling Women Group*	Lire	Mekir	16	4	12	10	100		20
59	*Loneri ti dara farmers group*	Lire	Likamerok	10	4	6	10		20	20
60	*Mamarangita Farmers Group*	Lire	Longira	12	7	5	10		20	20
61	*Magor Koyi Farmers Group*	Lire	Longira	19	12	7	10			20
62	*Kimu Farmers Group*	Lire	Mere	15	7	8	10		20	20
63	*Kitani Ko Kurundo Farmers Group*	Lire	Mekir	14	10	4	10			20
64	*Nyaret Women Group*	Lire	Mekir	13	2	11	10		20	20
	Totals for Kajokeji County			**1,269**	**623**	**646**				
Grand Total for CES				**3,537**	**2,285**	**1,252**				

C	**WESTERN EQUATORIA STATE:**

No.	Name of Farmer Based Organization	Payam	Boma	Farmers	Male	Female	Maize	Cassava	Beans	Ground nuts
	Yambio County - Payams: Yambio, Bangasu, Ri-Rangu									
	New FBOs 2013 Yambio									
1	Makpandu Women Multipurpose Coop. Soc.	Bangasu	Remenze	22	3	19				
2	Maboyoku Multipurpose Cooperative Soc.	Bangasu	Burezibo	21	15	6				
3	Makagio Farmers Group	Bangasu	Bangasu	25	18	7				
4	Paibeko Farmers Group	Bangasu	Remanze	11	6	5				
5	Nabagu Farmers Group	Bangasu	Remenze	25	18	7				
6	Naugudi II farmers Group	Bangasu	Remenze	12	9	3				
7	Magida Farmers Group	Rirangu	Nambia	23	17	6				
8	Nangbende Farmers Group	Ri-rangu	Makpaturu	15	10	5				
9	Arona Multipurpose Cooperative Society	Ri-rangu	Momboi	14	10	4				
10	Zambasenge Farmers Group	Ri-rangu	Mbambai	16	12	4				
11	Makparturu Farmes Group	Ri-rangu	Ri-rangu	14	10	4				
12	Nangbende II Farmers Group	Ri-rangu	Makpaturu	9	7	2				

13	Yamuse Farmers Group	Ri-rangu	Ri-rangu	23	17	6				
14	Nakiri Multipurpose cooperative society	Yambio	Timbiro	14	10	4				
15	Naangbimo Women Association	Yambio	Naangbimo	32	21	11				
16	Ndavuro Farmers Group	Yambio	Ndavuro	26	20	6				
17	Tindoka Multi Purpose Association	Yambio	Yambogo	84	65	19				
18	Ikpiro Womens Group	Yambio	Ikapiro	40	12	28				
19	St. Mary Farmers Group	Yambio	Nagori	29	23	6				
20	Kuzee Farmers Association	Yambio	Nagori	11	8	3				
21	Gitikiri Farmers Cooperative Society	Yambio	Bazungua	25	15	10				
22	Navundio Multi Purpose Cooperative Soc.	Yambio	Bodo	25	13	12				
23	Makpara I Multi Purpose Cooperative Soc.	Yambio	Bodo	20	9	11				
24	Pazuo I Multipurpose Cooperative Society	Yambio	Yabongo	30	23	7				
25	Akorogbodi Farmers Association	Yambio	Akorogbodi	9	8	1				
26	Baguga Multipurpose Cooperative Society	Yambio	Ngindo	11	7	4				
27	Nagbaka Farmers Group	Yambio	Ngindo	12	6	6				
28	Zambando Women Group	Yambio	Ngindo	15	6	9				
29	Saura 2 Multipurpose Cooperative Society	Yambio	Saura	15	13	2				
30	RD Farmers Association	Yambio	Yabongo	43	28	15				
31	Namakuru Farmers Group	Yambio	Saura	22	18	4				
32	Bazungua Farmers Association	Yambio	Bodo	15	12	3				
33	Asanza Farmers Group	Yambio	Naangbimo	15	12	3				
34	Timbiro Multipurpose Co-operatives Society	Bangasu	Bagasu	23	17	6	20	200		40
35	Mangaru Farmers group	Bangasu	Bangasu	24	16	8	10	200		20-40
36	Namama Women group	Bangasu	Rimenze	19	4	15	10			40
37	Madikambu Farmers group	Bangasu	Ukuo	23	15	8	10	200		40
38	Makaragbundu Farmers Group	Bangasu	Ukuo	20	16	4	10	200		40
39	Burezawa Farmers Group	Bangasu	Rimenze	27	23	4	10,20	200		20-40
40	Mangbuka Farmers Group	Bangasu	Bangasu centre	28	18	10	10	200		40
41	Makporo Farmers Group	Bangasu	Burezibo	23	20	3	10			40
42	Abakaya Farmers Group	Bangasu	Bangasu centre	26	22	4	10	200		40
43	Magida B Farmers Group	Bangasu	Rimenze	14	13	1	10	200		40
44	Benzini Foki Farmers Group	Rirangu	Benzini	23	17	6	10	200		40
45	Mbiko Yezu Farmers Group	Ri-rangu	Nambia	19	11	8	10			40
46	Nakuakondo Farmers Group	Ri-rangu	Makpaturu	16	10	6	10	200		40
47	Nambia Farmers group	Ri-rangu	Nambia	24	17	7	10	200		40
48	Nabima Farmers Group	Ri-rangu	Momboi	23	21	2	10	200		40
49	Napisi Farmers Group	Ri-rangu	Ri-rangu centre	30	18	12	10	200		40

50	Navundio II	Ri-rangu	Ri-rangu centre	16	11	5	10	200		40
51	Nagbaka II	Ri-rangu	Makpaturu	15	8	7	10			40
52	Nagero Farmers Group	Ri-rangu	Badagbu	14	13	1	10	200		40
53	Kenepai II	Ri-rangu	Momboi	11	10	1	10	200		40
54	Nakiri II Farmers Group	Yambio	Timbiro	20	14	6	20	200		40
55	Mapuso Farmers Group	Yambio	Ngindo	12	10	2	20-60	200		40-80
56	Napere II Farmers Ass	Yambio	Yabongo	23	10	13	10		40	80
57	Yabongo Farmer's Ass	Yambio	Yabongo	52	35	17	10,-20	200		40-80
58	Women United For Developing Agriculture	Yambio	Timbiro	15	2	13	10	200		40
59	Nambiongo Farmers Group	Yambio	Bazungua	19	15	4	10	200		20-40
60	Nagero Farmers Group	Yambio	Bazungua	20	14	6	10	200		10,-40
61	Bodo II Farmers Group	Yambio	Bodo	12	6	6	20	200		40
62	Kisangani Women Group	Yambio	Bodo	18	8	10	20	200		40
63	Feed my Sheep Ministries	Yambio	Bazungua	34	16	18				
	Total for Yambio County			**1,366**	**911**	**455**				
	Mundri West County -- Payams: Mundri, Bangallo, Kotobi									
	FBOs 2012 /2013 Mundri West	**Payam**	**Boma**	Farmers						
1	Terewa Farmers Group	Bangallo	Bangallo	21	12	9				
2	Malanga Farmers Group	Bangallo	Bangallo	14	9	5				
3	Logobe Farmers Group	Bangallo	Bangallo	17	9	8				
4	Malu farmers group	Bangallo	Bangallo	17	5	12				
5	Aba farmers group	Bangallo	Bangallo	19	10	9				
6	Aditi farmers group	Bangallo	Bangallo	18	13	5				
7	Tabiri farmers group	Bangallo	Bangallo	16	9	7				
8	Odra-Sako Farmers Group	Kotobi	Kotobi	18	10	8				
9	Goda Farmers Group	Kotobi	Kotobi	7	7	-				
10	Medewu (Kagyiapu) Farmers Group	Kotobi	Medewu	20	14	6				
11	Singowa Farmers Group	Kotobi	Medewu	23	19	4				
12	Yanga General Purpose Cooperative Soc.	Kotobi	Karika	25	13	12				
13	Abi Farmers Group	Kotobi	Karika	24	17	7				
14	Lubani Farmers Group	Kotobi	Karika	20	14	6				
15	Kuritingwa Farmers Group	Kotobi	Karika	26	15	11				
16	Delegu Farmers Group	Kotobi	Karika	23	11	12				
17	Kurugu Farmers Group	Kotobi	Karika	16	9	7				
18	Pari Pari Farmers Group	Kotobi	Karika	13	8	5				
19	Kati Farmers Group	Kotobi	Karika	11	8	3				
20	Lobido Farmers Group	Kotobi	Karika	20	13	7				
21	Okonganji Farmers Group	Kotobi	Karika	17	13	4				

22	Tadua Farmers Group	Kotobi	Karika	15	11	4				
23	Garambele Farmers Association	Kotobi	Karika	28	19	9				
24	Achafo Farmers Group	Kotobi	Karika	18	10	8				
25	Sarala Farmers Group	Kotobi	Karika	13	3	10				
26	Kyedu Farmers Group	Kotobi	kotobi	13	7	6				
27	Moroka Farmers Group	Kotobi	Bari	15	13	2				
28	Adangu Farmers Group	Kotobi	kotobi	14	9	5				
29	Bonya Farmers Group	Kotobi	kotobi	15	8	7				
30	Midi Agbandi Farmers Group	Kotobi	kotobi	27	18	9				
31	Wanganusu Farmers Group	Kotobi	Medewu	14	9	5				
32	Okari Farmers Group	Mundri	Mundri	13	8	5				
33	Thigbogbo Farmers Group	Mundri	Mundri	19	16	3				
34	Gorikpoco Farmers Group	Mundri	Mundri	14	13	1				
35	Troalo Farmers Group	Mundri	Mundri	28	17	11				
36	Mirikodo Farmers Group	Mundri	Mundri	16	4	12				
37	Maya Association Group	Mundri	Mundri	22	16	6				
38	*Kyekamant Farmers Group*	Bangallo	Bangallo	22	12	10	10	200		40
39	*Kamibudri Farmers Group*	Bangallo	Bangallo	16	11	5	10	200		40
40	*Nyatoto Farmers Group*	Bangallo	Bangallo	23	15	8	10	200		40
41	*Mariawa Farmers Group*	Bangallo	Ledewa	12	2	10		200		40
42	*Riverside Farmers Group*	Bangallo	Deco	24	17	7	10	200		40
43	*Moruari Farmers Group*	Bangallo	Ledewa	10	6	4	10	200		40
44	*Itu Farmers Group*	Kotobi	Kotobi	21	11	10	10	200		40
45	*Garambelle II Farmers Group*	Kotobi	Karika	16	12	4	10	200		40
46	*Lutu Kyemvo Farmers Group*	Kotobi	Karika	16	11	5	10	200		40
47	*Gede II farmers Group*	Kotobi	Bari	13	5	8	10	200		40
48	*Rayawa Farmers Group*	Kotobi	Kotobi	7	5	2	10	200		40
49	*Maripo Farmers Group*	Kotobi	Karika	18	13	5	10	200		40
50	*Kumugu Farmers Group*	Kotobi	Medewu	21	11	10	10	200		40
51	*Assis Farmers Group*	Kotobi	Medewu	24	16	8	10	200		40
52	*Amasi Farmers Group*	Mundri	Mundri	31	20	11	10	200		40
53	*Taparilodo farmers Group*	Mundri	Mundri	11	7	4	10	200		40
54	*Wadi Farmers Group*	Mundri	Mundri	27	16	11	10	200		40
55	*Mararibe Farmers Group*	Mundri	Mundri	30	15	15	10	200		40
56	*Payi Farmers Group*	Mundri	Mundri	13	11	2	10	200		40
57	*Gbori-Kyerenwa Farmers Group*	Mundri	Mundri	21	13	8	10	200		40
58	*Mirikalang Farmers Group*	Mundri	Mundri	20	16	4	10	200		40
	Total Mundri West County			**1,065**	**664**	**401**				
	Maridi County -- Payams: Maridi, Mambe, Landili									

	NEW FBOs 2012 / 2013 Maridi	Payam	Boma	Farmers						
1	Sukulu Gaba Farmers Group	Landili	Dorlili	16	9	7				
2	Landi-Oluwa Farmers Group	Landili	Dororolili	18	13	5				
3	Ambanei Farmers Group	Landili	Gigingo	17	13	4				
4	Dukudu Olo	Landili	Yukudu Olo	12	9	3				
5	Oto (Mambe) Farmers Group	Mambe	Mambe	10	7	3				
6	Malaga Farmers Group	Mambe	Malaga	23	20	3				
7	Amgopale Farmesr Group	Mambe	Longboa	22	14	8				
8	Olo Farmers Group	Mambe	Olo	12	10	2				
9	Bahr-olo Farmers Group (Dongu?)	Mambe	Olo	12	9	3				
10	Lamoko Farmers Group	Mambe	Eyiara	22	17	5				
11	Ojejo Farmers Group	Mambe	Mambe	20	14	6				
12	Landaburo Young farmers Association	Mambe	Eyiara	21	13	8				
13	Kwanga Farmers Group	Maridi	Maridi	26	21	5				
14	Kenapai Farmers Association	Maridi	Mboroko	23	17	6				
15	Abiriko Farmers Group	Maridi	Nabaka	16	8	8				
16	Rubu Farmers Group	Maridi	Nabaka	23	19	4				
17	Nanzere Farmers Group	Maridi	Nanzere	11	7	4				
18	Toutin Farmers Group	Maridi	Mabirindi	12	6	6				
19	Lalama 2 Primary Cooperative Society	Maridi	Maridi	26	14	12				
20	Lalama I Farmers Group	Maridi	Maridi	12	11	1				
21	Luru Multi Purpose Coopeartive Society	Maridi	Mabirindi	19	13	6				
22	Mudubai Farmers Group	Maridi	Mudubai	12	10	2				
23	Yokodoma I Primary Cooopeartive Society	Maridi	Mudubai	15	11	4				
24	Bambu Farmers Group	Maridi	Mudubai	8	5	3				
25	Landi Mame Farmers Group	Maridi	Mudubai	12	8	4				
26	Tifino Farmers Group	Maridi	Mudubai	13	11	2				
27	Mudubai 2 Farmers Group	Maridi	Mudubai	14	8	6				
28	Kosolobar Farmers Groups	Maridi	Mudubai	15	12	3				
29	Chaima Farmers Group	Maridi	Mboroko	15	13	2				
30	Mabirindi Farmers group	Maridi	Mabirindi	15	13	2				
31	Demango Farmers Group	Maridi	Mboroko	23	3	20				
32	Mayuwa Women Group	Maridi	Nabaka	23	19	4				
33	Ani-Colaha Farmers Group	Maridi	Mboroko	22	13	9				
34	Kengerambia Farmers Group	Maridi	Mabirindi	11	6	5				
35	*Gabili Farmers Group*	Mambe	Mambe	13	5	8	10	200		40
36	*Badri Mba Mba Farmers group*	Mambe	Olo	12	6	6	10	200		40
37	*Bright Future Farmers Group*	Mambe	Olo	14	12	2	10	200	40	40

38	*Mangehe Farmers Group*	Mambe	Olo	12	11	1	10	200		40
39	*Ambazo Farmers Group*	Mambe	Olo	14	7	7	10	200		40
40	*Agale Farmers group*	Mambe	Olo	12	6	6	10	200		40
41	*Landa-Owumbudu Farmers Group*	Mambe	Eyira	30	22	8	10	200		40
42	*Ogoicai Frmers*	Mambe	Eyira	12	9	3	10			40
43	*Badri-Mba- Mba*	Mambe	Olo	12	6	6	10	200		40
44	*Orapi 1*	Mambe	Mambe	12	8	4	10	200		40
45	*Magaya Farmers group*	Maridi	Nagbaka	15	8	7	10	200		40
46	*Lomonubo Farmers Group*	Maridi	Mboroko	22	2	20	10	200		40
47	*Mboroko Farmers Group*	Maridi	Mboroko	15	7	8	10	200		40
48	*Mengizumu Farmers Group*	Maridi	Mboroko	12	10	2	10	200		40
49	*Talama Farmers Group*	Maridi	Mboroko	26	20	6	10	200		40
50	*Nagume Farmers Group*	Maridi	Mboroko	25	19	6	10	200	40	40
51	*Nadagori II Farmers Group*	Maridi	Mabirindi	15	9	6	10	200		40
52	*Minari II Farmers Group*	Maridi	Mabirindi	13	10	3	10	200		40
53	Arakata III Farmers Group	Maridi	Mudubai	29	23	6	10	200		40
54	Nyakodoma II Farmers Group	Maridi	Mudubai	37	27	10	10	200		40
	Total for Maridi County			**923**	**623**	**300**				
	Grand Total for WES			**3,354**	**2,198**	**1,156**				
	FARM TOTALS			**10,830**	**6,921**	**3,909**				